United Nations A/62/6 (Sect. 15)

General Assembly

Distr.: General
19 April 2007

Original: English

Sixty-second session

Proposed programme budget for the biennium 2008-2009*

Part IV
International cooperation for development

Section 15
Human settlements

(Programme 12 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

07-31307 (E) 220607

Overview

15.1 The Medium-Term Strategic and Institutional Plan was approved by the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) during its twenty-first session in April 2007 through its resolution HSP/GC/21/1. The Plan seeks to sharpen the UN-Habitat programme focus, promote alignment and coherence, and strengthen its catalytic role for the coordinated implementation of the Habitat Agenda and human settlements-related internationally agreed development goals. This strategic framework has been revised to align it with the approved Plan, in accordance with resolution HSP/GC/21/2.

15.2 The approval of the Medium-Term Strategic and Institutional Plan will have short-, medium- and long-term implications for the strategic framework and the work programme and budget for 2008-2009 and beyond. They include minor adjustments, substantive changes and the introduction of new working methods to ensure sharpened focus, programme alignment and strengthened results-based management. These changes will necessarily take place over time owing to ongoing obligations and the predominantly earmarked nature of the budget.

15.3 Responsibility for human settlements is vested in UN-Habitat, which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise "adequate shelter for all" and "sustainable human settlements development in an urbanizing world". The mandate of the programme also derives from: resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, in which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme (UN-Habitat). UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and in the outcomes of the major United Nations conferences and international agreements since 1992, such as target 10 on water and sanitation of the Johannesburg Plan of Implementation. The aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of UN-Habitat.

15.4 The world urban population is currently expanding at the rate of about 70 million people per year. About 95 per cent of all urban growth is taking place in developing countries, where 1 billion people live in overcrowded and life-threatening slums. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements. Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the rights of all, especially women, people living in poverty and those belonging to vulnerable and disadvantaged groups, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and

sanitation, and the continuous improvement of living conditions. In consultation and cooperation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men, youth and children in cities, especially those in low-income areas and slums.

15.5 The UN-Habitat programme consists of four strongly interlinked subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. The interlinkages will be reflected in the close cooperation among the subprogrammes, with the global campaign on sustainable urbanization providing an entry point for all work programme activities.

15.6 The strategy of UN-Habitat in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central Governments and local authorities using as primary vehicles the global campaign on sustainable urbanization (subprogramme 1: Shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2: Monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3: Regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of living conditions of slum-dwellers (subprogramme 4: Human settlements financing).

15.7 This strategic framework has incorporated the outcome of the strategic planning and institutional development exercise initiated in 2005. In addition, it has also taken into consideration the recommendations of an in-depth evaluation of the programme completed by the Office of Internal Oversight Services in 2005 (E/AC.51/2005/3) and endorsed by the Governing Council of UN-Habitat at its twentieth session, in 2005. The recommendations called for the strengthening of the programme's normative focus, greater cohesion among its advocacy, normative, monitoring and operational activities, and the broadening of the programme's funding base. The first phase of the exercise, carried out throughout 2006, focused on the development, through a consultative process, of the 2008-2013 medium-term strategic and institutional plan presented to the Governing Council at its twenty-first session in 2007. The plan identifies five substantive focus areas, each with an objective and corresponding indicators of achievement. These focus areas comprise: effective advocacy, monitoring and partnerships; participatory urban planning, management and governance; pro-poor land and housing; environmentally sound basic infrastructure and affordable services; and strengthened human settlements finance systems. A sixth focus area, excellence in management, was also identified. The five substantive focus areas form the basis of an enhanced normative and operational framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels.

15.8 Some elements of the medium-term strategic and institutional plan reflected in the present document include the following:

(a) The strengthening of the programme's normative activities, spearheaded by a revitalized and integrated global campaign on sustainable urbanization, through its tightened relationship

with global programmes and their alignment with the Millennium Declaration target on slums (see para. 40 below);

(b) The reallocation of urban and housing finance activities previously subsumed under subprogramme 2 (Monitoring the Habitat Agenda), and water, sanitation and infrastructure activities, previously under subprogramme 1 (Shelter and sustainable human settlements development), to subprogramme 4 (Human settlements financing) which seeks to ensure greater cohesiveness among substantively related activities;

(c) Preliminary revision of the expected accomplishments and indicators of achievement in line with the medium-term strategic and institutional plan.

15.9 UN-Habitat will continue to mainstream the gender perspective in human settlements issues and empower women. The programme's efforts in promoting women's access to shelter were further endorsed by the General Assembly in the 2005 World Summit Outcome (see resolution 60/1, para. 58) by guaranteeing women's free and equal rights to own and inherit property and ensuring security of tenure of property and housing.

15.10 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and in countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues. The next meeting of the Forum will take place in Nanjing, China, in October 2008.

15.11 Pursuant to the request by the General Assembly in its resolutions 56/253 and 57/292 to further strengthen the United Nations Office at Nairobi, proposals for strengthening the programme budget component of the Office are included in section 28G, Administration, Nairobi, of the proposed programme budget for the biennium 2008-2009. Those proposals include the establishment of 36 new posts (2 P-3, 1 National Officer and 33 local level) under the 2008-2009 proposed programme budget, out of which 34 posts (1 P-3 and 33 local level), are in place of those posts that are currently funded from extrabudgetary resources of UN-Habitat and UNEP to provide administrative services. The proposals would therefore result in releasing UN-Habitat and UNEP extrabudgetary resources from administrative activities for reprogramming for substantive activities.

15.12 The issue of publications has been reviewed as part of the programme of work. It is anticipated that recurrent and non-recurrent publications will be issued as shown below in table 15.1 and as distributed in the output information for executive direction and management and for each subprogramme.

Table 15.1 **Summary of publications**

Publications	*2004-2005 actual*	*2006-2007 estimate*	*2008-2009 estimate*
Recurrent	42	36	34
Non-recurrent	201	170	176
Total	**243**	**206**	**210**

15.13 The overall resources required for the biennium 2008-2009 for this section amount to $18,439,100 before recosting, reflecting an increase of $149,700, or 0.8 per cent. The proposed changes, reflected in table 15.3 below, are summarized as follows:

(a) An increase of $7,000 under policymaking organs relates to non-post requirements to service the twenty-second session of the Governing Council of UN-Habitat during the biennium 2008-2009;

(b) An increase of $669,900 under executive direction and management relates to post and non-post requirements. In particular, the increase relates to the reclassification of 1 D-1 post to D-2 for the New York office, and inward redeployment of 3 posts (1 P-5 Chief, Monitoring and Evaluation, 1 P-5 Chief, Information Section and 1 P-3 Information and Technology Officer). The increase is partly offset by the outward redeployment of 1 P-4 post to the Support Division to perform functions relating to programme and management oversight;

(c) A decrease of $822,500 under programme of work, results from:

(i) A net decrease of $1,323,000 for both post and non-post requirements under subprogramme 1, resulting from the outward redeployment of 6 posts (2 P-4, 1 P-3 and 1 P-2 Human Settlements Officers and 2 local level) to subprogramme 4;

(ii) A net decrease of $1,375,000 for post and non-post requirements under subprogramme 2, resulting from the outward redeployment of 3 posts (1 P-5 Chief, Monitoring and Evaluation, 1 P-5 Chief, Information Section, and 1 P-3 Information and Technology Officer) to Executive direction and management, and 2 posts (1 P-4 and 1 P-3 Human Settlements Officers) to subprogramme 4. The decrease is partially offset by the full funding of 1 P-3 post approved in the biennium 2006-2007;

(iii) An increase of $1,875,500 under subprogramme 4 arises from the inward redeployment of 2 posts (1 P-4 and 1 P-3 Human Settlements Officers) from subprogramme 2, and 6 posts (2 P-4, 1 P-3, 1 P-2 Human Settlements Officers and 2 local level), including the branch, from the Water, Sanitation and Infrastructure Branch, previously under subprogramme 1.

15.14 During the biennium 2008-2009, expected extrabudgetary resources amounting to $242,138,500, or 92.2 per cent of the total resources available to the programme, will supplement resources from the United Nations regular budget, estimated at 7.8 per cent. The extrabudgetary resources are used to finance technical cooperation activities, which are a central feature of the programme. The existing arrangements for intergovernmental review and management of those extrabudgetary funds provide for the Governing Council of UN-Habitat to approve biennial budgets governing the use of such extrabudgetary resources.

15.15 The monitoring and evaluation functions of UN-Habitat are managed and coordinated by the Monitoring and Evaluation Unit. The Unit, which is organizationally placed under executive direction and management, is tasked with the responsibility of improving monitoring and evaluation systems and coordinating monitoring and evaluation activities of UN-Habitat towards planned objectives, realizing the expected accomplishments and improving the organizational accountability of UN-Habitat. It is estimated that for the biennium 2008-2009, resources amounting to $2,655,200, consisting of $570,500 under the regular budget and $2,084,700 under extrabudgetary resources, will be required to carry out the planned activities.

15.16 The estimated distribution of the total resources under this section for the biennium 2008-2009 is as shown, in percentage, in table 15.2 below.

Table 15.2 Distribution of resources by component

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	0.2	—
B. Executive direction and management	21.8	6.8
C. Programme of work		
1. Shelter and sustainable human settlements development	28.8	8.2
2. Monitoring the Habitat Agenda	27.4	8.7
3. Regional and technical cooperation	8.3	55.1
4. Human settlements financing	11.9	16.4
Total C	**76.4**	**88.4**
D. Programme support	1.6	4.8
Total	**100.0**	**100.0**

Table 15.3 Requirements by component and source of funds

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
Policymaking organs	26.1	35.2	7.0	19.9	42.2	6.2	48.4
Executive direction and management	3 056.3	3 344.1	669.9	20.0	4 014.0	365.2	4 379.2
Programme of work	12 901.9	14 910.1	(822.5)	(5.5)	14 087.6	1 548.8	15 636.4
Programme support	—	—	295.3	—	295.3	28.6	323.9
Subtotal	**15 984.3**	**18 289.4**	**149.7**	**0.8**	**18 439.1**	**1 948.8**	**20 387.9**

(2) *Extrabudgetary*

2004-2005 expenditure	*2006-2007 estimate*	*Source of funds*	*2008-2009 estimate*
		(a) Services in support of:	
1 458.2	2 442.4	(i) United Nations organizations	2 421.0
5 640.4	8 440.9	(ii) Extrabudgetary activities	11 594.2
		(b) Substantive activities	
11 689.8	19 112.7	United Nations Habitat and Human Settlements Foundation	29 731.6
5 779.5	6 662.7	United Nations Human Settlements Programme	7 174.3
		(c) Operational projects	
45 517.2	71 600.0	United Nations Habitat and Human Settlements Foundation	81 217.4
99 192.0	128 251.0	UNDP and other sources	110 000.0
Subtotal	**169 277.1**	**236 509.7**	**242 138.5**
Total (1) and (2)	**185 261.4**	**254 799.1**	**262 526.4**

Table 15.4 **Post requirements**

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009
Professional and above								
USG	1	1	—	—	—	—	1	1
ASG	—	—	—	—	1	1	1	1
D-2	1	2	—	—	3	3	4	5
D-1	4	3	—	—	9	11	13	14
P-5	8	8	—	—	23	27	31	35
P-4/3	30	30	—	—	40	59	70	89
P-2/1	5	5	—	—	20	20	25	25
Subtotal	**49**	**49**	—	—	**96**	**121**	**145**	**170**
General Service								
Other level	2	2	—	—	4	4	6	6
Subtotal	**2**	**2**	—	—	**4**	**4**	**6**	**6**
Other								
Local level	23	23	—	—	69	80	92	103
Subtotal	**23**	**23**	—	—	**69**	**80**	**92**	**103**
Total	**74**	**74**	—	—	**169**	**205**	**243**	**279**

A. Policymaking organs

Resource requirements (before recosting): $42,200

15.17 In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

15.18 The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation, as well as the operational activities that are carried out by UN-Habitat. The sessions bring together representatives of Member States as well as Habitat Agenda partners, which comprise local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium, while its two working groups hold approximately

72 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives and the Committee's two working groups are serviced by the secretariat of the Governing Council, External Relations and Inter-Agency Affairs Section of UN-Habitat.

Table 15.5 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	35.2	42.2	—	—
Subtotal	**35.2**	**42.2**	—	—
Extrabudgetary	—	—	—	—
Total	**35.2**	**42.2**	—	—

15.19 The provision of $42,200 covers overtime requirements for substantive servicing of the meetings of the Governing Council of UN-Habitat ($34,600) and hospitality requirements during its biennial sessions ($7,600).

B. Executive direction and management

Resource requirements (before recosting): $4,014,000

15.20 Executive direction and management is under the responsibility of the Executive Director, whose office includes the Deputy Executive Director, the Monitoring and Evaluation Unit, Information Services and the UN-Habitat liaison offices in New York, Geneva and Brussels. The Executive Director provides overall direction and coordination in the management of the implementation of the organization's work programme and its relations with Member States, United Nations offices, programmes, funds, agencies and other UN-Habitat partners in coordinating the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and relevant paragraphs (paras. 56 (h) and 56 (m)), of resolution 60/1 on the 2005 World Summit Outcome.

15.21 A major new development for the biennium will be the implementation of the Medium-Term Strategic and Institutional Plan for 2008-2013 and a resource mobilization and communication strategy, as approved by the Governing Council at its twentieth session. During this and two subsequent bienniums, the Office of Executive Direction and Management will coordinate, drive and monitor all activities outlined in the Plan through a new set of policies, strategies and achievement indicators.

15.22 As called for at the twentieth session of the Governing Council, the implementation of the Plan, adopted at the twenty-first session, will focus on strengthening the UN-Habitat catalytic role in supporting efforts by Member States to implement the Habitat Agenda and the humans settlements-related Millennium Development Goals, sharpen the focus of the activities of UN-Habitat, forge alignment between normative and operational activities, and focus on pre-investment capacity-building to bring pilot initiatives to scale. The Executive Director will establish task forces for developing country strategies for One-UN pilot countries and other selected countries. An assessment of institutional arrangements and governance structure will be undertaken and a report

prepared for the twenty-second session of the Governing Council. A resource mobilization and communication strategy will considerably enhance the fund-raising activities of the Programme, through efforts to broaden its donor base and appeal.

15.23 The biennium will be marked by improved capacity and more rational use of resources in servicing the Governing Council, its subsidiary body, the Committee of Permanent Representatives, the regional ministers' meetings on housing and urban development that were established for Africa and Asia and the Pacific in the previous biennium, and the World Urban Forum. All these meetings form an integral part of the advocacy role of UN-Habitat in mainstreaming the Habitat Agenda and building awareness of the urbanization and urban poverty agenda. They will henceforth be centralized within Executive Direction and Management to ensure consistency and alignment between all subprogrammes and further leverage the work of the Global Campaign on Sustainable Urbanization.

15.24 The Monitoring and Evaluation Unit is responsible for monitoring the implementation of the work programme and evaluating the activities and outcomes of the programme. The Unit will monitor, evaluate and report on programme implementation, generate periodic progress reports on the implementation of the work programme, provide updates on the delivery of outputs, challenges encountered, results achieved, best practices identified and lessons learned. Self-evaluations will also be undertaken to determine the effectiveness and efficiency of projects/policies. Independent and other evaluations and reporting mechanisms will contribute to identifying best practices and lessons learned that will feed into the planning and programming of new programmes, projects and policies.

15.25 The Information Services Unit will continue to provide information, press and media outreach to the international community and all Habitat Agenda partners through the planning and organization of major global, regional and national media events, including the World Habitat Day and the World Urban Forum, the marketing of UN-Habitat publications through targeted marketing of publications and new products, such as subscription products to encourage repeat orders and partnerships with a wider network of publishers and booksellers. During the biennium, the Information Services Section will seek to maximize the impact of a new, focused results-based, Medium-Term Strategic and Institutional Plan for 2008-2013 and a Resource Mobilization and Communication Strategy to enhance the fund-raising activities of the programme, and to broaden the donor base and appeal of the programme.

15.26 The functions of UN-Habitat liaison offices in New York, Geneva and Brussels include coordination, harmonization and representation of the programme. The liaison offices will participate in the work of the General Assembly, the Economic and Social Council and meetings of other intergovernmental bodies, interdepartmental and inter-agency meetings and provide substantive support in meetings and policy advice on human settlements, as well as carry out outreach activities. The UN-Habitat Office in New York has a representational status in New York and North America and carries out substantive representational tasks of the agency providing intellectual, policy, strategic and operational guidance through its participation in various bodies such as the General Assembly, the Economic and Social Council, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions and other intergovernmental bodies. It provides substantive support and strategic policy advice on human settlements, and carries out outreach activities in collaboration with Habitat Agenda partners. As a full-fledged programme, UN-Habitat has become a member of the United Nations System Chief Executives Board for Coordination (CEB), the High-Level Committee on Programmes, the High-Level Committee on Management, the United Nations Development Group, the Executive Committee on Humanitarian Affairs, the Executive Committee of Economic and Social Affairs and other high-level inter-agency coordination mechanisms of the United Nations system. The

UN-Habitat New York Office will be responsible for substantive review of the policies and strategies of those high-level inter-agency coordination mechanisms and provide strategic advice to the Executive Director, and will represent the Executive Director in the high-level inter-agency coordination mechanisms and other intergovernmental meetings, maintain high-level liaison with the Permanent Missions and discuss sensitive and substantive issues including the United Nations reform. Accordingly, the New York Office is being strengthened in order to play a substantive and effective role and contribute to these high-level coordination mechanisms of the United Nations system and also the intergovernmental processes.

Table 15.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve coherence and alignment in the implementation of the legislative mandate and approved work programme of UN-Habitat.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities of the United Nations system and other intergovernmental forums, and strengthened relationships with key partners	(a) Increase in the number of activities carried out in collaboration with other United Nations entities *Performance measures* 2004-2005: 15 activities Estimate 2006-2007: 22 activities Target 2008-2009: 28 activities
(b) Programme of work is effectively managed	(b) Increased percentage of the planned programme of work implemented effectively and in a timely manner as reflected in the biennial programme performance report *Performance measures* 2004-2005: 90 per cent Estimate 2006-2007: 92 per cent Target 2008-2009: 95 per cent
(c) Improved geographical representation and gender balance of suitably qualified and experienced staff	(c) (i) Increased percentage of suitably qualified and experienced staff recruited from unrepresented and underrepresented Member States *Performance measures* 2004-2005: 20 per cent Estimate 2006-2007: 24 per cent Target 2008-2009: 26 per cent

	(ii) Increased percentage of women at the Professional level and above for appointments of one year or more *Performance measures* 2004-2005: 37 per cent Estimate 2006-2007: 38 per cent Target 2008-2009: 40 per cent
(d) Improved alignment of staff resources with the focus areas of the medium-term strategic and institutional plan	(d) Percentage of posts reassessed to meet the skills required for effective implementation of the Medium-Term Strategic and Institutional Plan *Performance measures* 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 20 per cent
(e) Increased timeliness of submission of documentation	(e) Increased percentage of pre-session documents submitted in accordance with the required deadline *Performance measures* 2004-2005: 50 per cent Estimate 2006-2007: 70 per cent Target 2008-2009: 80 per cent
(f) Improved monitoring and evaluation of the implementation and outcome of UN-Habitat work programme	(f) (i) Increased performance and results-based reporting on implementation of the work programme and the Medium-Term Strategic and Institutional Plan by programme managers *Performance measures* 2004-2005: 4 performance reports Estimate 2006-2007: 6 performance reports Target 2008-2009: 8 performance reports (ii) Increased number of evaluations reflecting mainstreaming of results-based implementation of programmes and projects

	Performance measures 2004-2005: 6 evaluations Estimate 2006-2007: 8 evaluations Target 2008-2009: 10 evaluations
(g) Improved access and awareness by key partners and the public of current and relevant information on urban and human settlements trends and issues and on UN-Habitat activities	(g) (i) Increased participation in World Habitat Day celebrations *Performance measures* 2004-2005: 170 World Habitat Day celebrations Estimate 2006-2007: 200 World Habitat Day celebrations Target 2008-2009: 230 World Habitat Day celebrations (ii) Increased number of visitors to UN-Habitat public websites *Performance measures* 2004-2005: 2,000,000 visitors per annum Estimate 2006-2007: 2,500,000 visitors per annum Target 2008-2009: 3,000,000 visitors per annum (iii) Increased weekly press coverage of human settlements issues in the international and national press *Performance measures* 2004-2005: 5 press clippings/media coverage on UN-Habitat and human settlements issues in national and international media, respectively Estimate 2006-2007: 6 press clippings/media coverage on UN-Habitat and human settlements issues in national and international media, respectively Target 2008-2009: 7 press clippings/media coverage on UN-Habitat, sustainable urbanization and human settlements issues in national and international media, respectively

	(iv) Increased demand for UN-Habitat publications *Performance measures* 2004-2005: not applicable Estimate 2006-2007: 550,000 electronic copies of UN-Habitat publications downloaded Target 2008-2009: 720,000 electronic copies of UN-Habitat publications downloaded
(h) Effective implementation of a focused and results-based Medium-term Strategic and Institutional Plan for 2008-2013 and Resource Mobilization and Communication Strategy	(h) (i) Implementation of a results-based Medium-Term Strategic and Institutional Plan for 2008-2013 approved at the twenty-first session of the Governing Council *Performance measures* 2004-2005: not applicable Estimate 2006-2007: formulation and adoption of the Medium-Term Strategic and Institutional Plan at the twenty-first session of the Governing Council Target 2008-2009: policies, strategies, task forces and achievement indicators in place for the implementation of the first phase of the Medium-Term Strategic and Institutional Plan (ii) Implementation of a new Resource Mobilization and Communications Strategy *Performance measures* 2004-2005: not applicable Estimate 2006-2007: preparation and approval of a Resource Mobilization and Communications Strategy at the twenty-first session of the Governing Council Target 2008-2009: implementation of the new Resource Mobilization and Communication Strategy

External factors

15.27 The Office of Executive Direction and Management is expected to achieve its objectives and expected accomplishments on the assumption that there are adequate requisite resources for the implementation of the Medium-Term Strategic and Institutional Plan, which was approved by the Governing Council at its twenty-first session and there is support for improved alignment of core UN-Habitat activities by donors.

Outputs

15.28 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: Commission on Sustainable Development 2008-2009 (land, Africa) (1); twenty-second session of the Governing Council of UN-Habitat (2009) (10); fourth session of the World Urban Forum (1);

(ii) Parliamentary documentation: reports to the Economic and Social Council on the coordinated implementation of the Habitat Agenda (2); documentation for the Commission on Sustainable Development 2008-2009 (land, Africa) (3); documentation for the fourth session of the World Urban Forum (10); documentation for the twenty-second session of the Governing Council (6); progress report of the Executive Director at the twenty-second session of the Governing Council (1); progress report of the Executive Director on the implementation of the Medium-Term Strategic and Institutional Plan for 2008-2013 (1); report of the Executive Director on cooperation within the United Nations system and Habitat Agenda partners (1); reports of the Secretary-General at the sixty-third and sixty-fourth sessions of the General Assembly on the implementation of the Habitat Agenda (2); strategic policy document for the fourth session of the World Urban Forum (1); updated strategic policy document for the information of the Governing Council at its twenty-second session (1);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: quarterly issues of Habitat Debate (8); UN-Habitat annual report (2);

(ii) Non-recurrent publications: annual report on the monitoring and evaluation activities of UN-Habitat (2); evaluation reports (12); policy statements delivered at international meetings and conferences, intergovernmental meetings or as inputs to system-wide policy documents and statements (60); policy and position papers, including achievement indicators developed for each of the focus areas of the medium-term strategic and institutional plan (2); programme performance report (1); progress reports on implementation of the work programme to the Committee of Permanent Representatives (4); strategic plan in place for implementing the Enhanced Normative and Operational Framework of the medium-term strategic and institutional plan in One-UN pilot countries and other selected countries (1); report on assessment of institutional arrangements and governance structure (1);

(iii) Exhibits, guided tours, lectures: exhibitions on World Habitat Day, World Urban Forum IV and other significant events (1);

(iv) Booklets, fact sheets, wallcharts, information kits: booklets, pamphlets, fact sheets, information kits for World Habitat Day and World Urban Forum IV (50);

(v) Press releases, press conferences: press and web releases on topical human settlement issues and speeches on United Nations international days and media interviews of the Executive Director (50);

(vi) Technical material: corporate branding strategy and tools (1); evaluation database (electronic depository of operational and normative work of UN-Habitat (1); first-phase implementation of integrated knowledge management system (1); tools for city-to-city cooperation (1); tools for supporting evaluation activities (1);

(vii) Audio-visual resources: electronic and print catalogue of all UN-Habitat publications, audio and video issuance, including films, videotapes, radio broadcasts, B-rolls of news, public service announcements, documentary and short feature programmes on human settlement issues, projects and events, such as World Urban Forum and World Habitat Day (30).

Table 15.7 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 858.3	3 505.8	12	14
Non-post	485.8	508.2	—	—
Subtotal	**3 344.1**	**4 014.0**	**12**	**14**
Extrabudgetary	7 989.7	16 476.2	8	26
Total	**11 333.8**	**20 490.2**	**20**	**40**

15.29 The amount of $3,505,800 for posts, including an increase of $647,500, would provide for the 14 posts reflected in table 15.7. The increase relates to the reclassification of 1 post from the D-1 level to D-2 for the New York office, and inward redeployment in the Nairobi office of 3 posts (1 P-5 Chief, Monitoring and Evaluation, 1 P-5 Chief, Information Section and 1 P-3 Information and Technology Officer) from subprogramme 2. The increase is partly offset by the outward redeployment of 1 P-4 Programme and Management Oversight Officer to the Support Division.

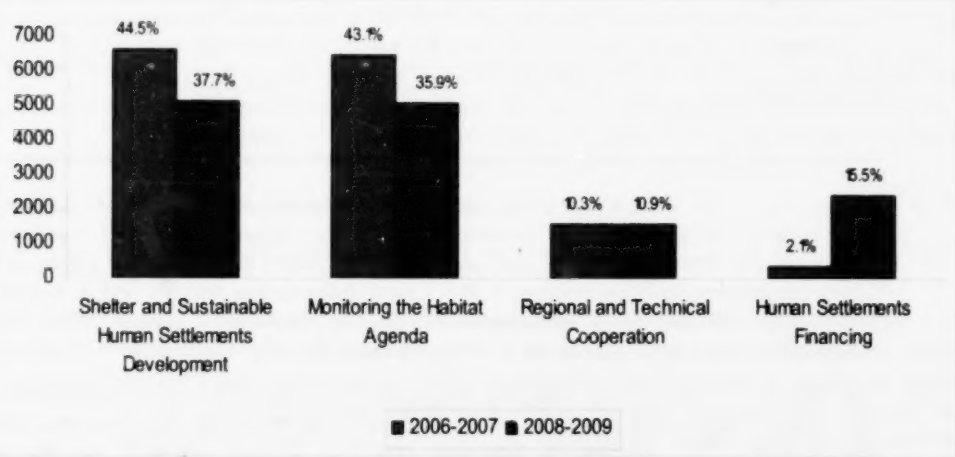
15.30 The amount of $508,200 for non-post resources, including an increase of $22,400, would provide for, largely: other staff costs, travel of staff, general operating expenses and other operational requirements. The increase in non-post resources relates primarily to the realignment of requirements relating to the post movements described above.

C. Programme of work

Table 15.8 **Resource requirements by subprogramme**

Subprogramme	Resources (thousands of United States dollars) 2006-2007	2008-2009 (before recosting)	Posts 2006-2007	2008-2009
Regular budget				
1. Shelter and sustainable human settlements development	6 633.9	5 310.9	28	22
2. Monitoring the Habitat Agenda	6 426.9	5 051.9	28	23
3. Regional and technical cooperation	1 533.3	1 533.3	5	5
4. Human settlements financing	316.0	2 191.5	1	9
Subtotal	**14 910.1**	**14 087.6**	**62**	**59**
Extrabudgetary	220 079.1	214 068.1	119	130
Total	**234 989.2**	**228 155.7**	**181**	**189**

Regular budget resource requirements by subprogramme



Subprogramme 1
Shelter and sustainable human settlements development

Resource requirements (before recosting): $5,310,900

15.31 The Shelter and Sustainable Human Settlements Development Division will be responsible for the implementation of subprogramme 1. This division will take the lead on the implementation of focus areas 2, Promotion of participatory urban planning, management and governance, and focus area 3, Promotion of pro-poor land and housing, and also contribute to the other three focus areas as they are all cross-cutting. The main strategy of the subprogramme, consisting of global advocacy, will be spearheaded by the fourth session of the World Urban Forum, the Global

Campaign on Sustainable Urbanization, the development of the global sustainable urban development network, and supported by global programmes. The campaign will be aligned with efforts to attain the Millennium Declaration Goal 7, targets 9, 10 and 11. The strategy for implementing the programme of work is as follows:

(a) The subprogramme will seek to mobilize all Habitat Agenda partners to enhance the global visibility and impact of urban issues to achieve the goal not only of slum upgrading, but also slum prevention, in order to realize more sustainable urban development. The Global Campaign on Sustainable Urbanization will serve as an entry point to the implementation of the Habitat Agenda and link operational and normative activities at all levels through the development and implementation of an Enhanced Normative and Operational Framework. Particular focus will be placed on new forms of urban planning, as integral parts of sustainable development, good urban governance, and as cost-effective ways to achieve slum prevention and upgrading, as emphasized in paragraph 56 (m) of General Assembly resolution 60/1, the 2005 World Summit Outcome.

(b) During the biennium, UN-Habitat will strengthen its strategic partnership with local authorities and their associations, in particular with United Cities and Local Governments, provide advisory services and carry out advocacy work. The New Partnership for Africa's Development (NEPAD) cities programme and similar programmes from other regions will be further developed and promoted as a means of contributing towards the Millennium Declaration Goals.

(c) The global programmes, which include normative, capacity-building and knowledge management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management and safer cities, will be carried out within the context of the campaign, in support of the Enhanced Normative and Operational Framework, thereby assisting in translating normative work into practical real-life processes at the national and community levels.

(d) The capacity at the national and local levels to undertake effective planning, management and delivery of shelter, land, infrastructure and services will be supported by dedicated training and capacity-building programmes and institutional strengthening. As a response to the Decade of Education for Sustainable Development, the links with universities will be increased and Habitat Partner Universities named. A special feature of the strategy will be to focus on the role of women and youth, community-based organizations as active participants and beneficiaries in the efforts to improve shelter conditions, urban governance and access to basic services.

Table 15.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve the Millennium Declaration target on slums	(a) (i) Increased number of Governments and local authorities introducing, revising and implementing pro-poor, gender- and age-sensitive slum upgrading and prevention policies in line with the Millennium Declaration target on slums *Performance measures* 2004-2005: 16 Governments and 9 local authorities Estimate 2006-2007: 19 Governments and 13 local authorities Target 2008-2009: 22 Governments and 19 local authorities (ii) Increased number of Governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights *Performance measures* 2004-2005: 20 Governments, partnerships and alliances Estimate 2006-2007: 27 Governments, partnerships and alliances Target 2008-2009: 32 Governments, partnerships and alliances (iii) Increased number of partners and alliances taking measures to reduce arbitrary and unlawful forced evictions *Performance measures* 2004-2005: 20 partners and alliances

	Estimate 2006-2007: 27 partners and alliances Target 2008-2009: 32 partners and alliances
(b) Improved capacity for participatory, accountable, pro-poor, gender- and age-sensitive urban governance and planning	(b) (i) Increased number of Governments introducing, revising and implementing policies, legislation and national action plans and strengthening institutional planning and management arrangements for promoting good urban governance *Performance measures* 2004-2005: 41 countries Estimate 2006-2007: 51 countries Target 2008-2009: 61 countries (ii) Increased number of cities measuring the quality of urban sustainability and governance, applying and promoting urban planning and governance tools and adopting strategies for pro-poor and gender-sensitive urban governance *Performance measures* 2004-2005: 90 cities Estimate 2006-2007: 110 cities Target 2008-2009: 130 cities (iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools *Performance measures* 2004-2005: 15 Habitat Agenda partners Estimate 2006-2007: 30 Habitat Agenda partners Target 2008-2009: 40 Habitat Agenda partners
(c) Strengthened relationships with local authorities and their associations	(c) More result-based outcomes from collaboration with local authorities and their associations

	Performance measures 2004-2005: a set international guidelines on decentralization developed by 2 global organizations of local authorities adopted by the Governing Council during its twentieth session Estimate 2006-2007: establishment and operationalization of a programme of cooperation between the 4 global organizations of local authorities along the agreed international guidelines on decentralization Target 2008-2009: 8 global and regional organizations of local authorities participating in the programme of cooperation along the agreed international guidelines on decentralization
(d) Improved capacity and national advocacy for urban developments that are more sustainable, safer, less prone to disasters and better able to manage post-conflict and post-disaster situations	(d) (i) Increased number of Governments and cities working with UN-Habitat to establish urban environmental management capacity frameworks for sustainable urban development *Performance measures* 2004-2005: 21 Governments and cities Estimate 2006-2007: 22 Governments and cities Target 2008-2009: 24 Governments and cities (ii) Increased number of cities and municipalities working with UN-Habitat to promote safer cities for sustainable urban development *Performance measures* 2004-2005: 55 cities and municipalities Estimate 2006-2007: 65 cities and municipalities Target 2008-2009: 85 cities and municipalities (iii) Increased number of Governments and cities undertaking management of human settlements in crisis through project

	interventions for disaster risk reduction and for sustainable rehabilitation of human settlements *Performance measures* 2004-2005: 15 Governments and cities Estimate 2006-2007: 17 Governments and cities Target 2008-2009: 19 Governments and cities
(e) National and international training and capacity-building institutions strengthened to achieve more impact in meeting present and emerging training and capacity-building needs in sustainable shelter and human settlements development	(e) Increased number of national and international training and capacity-building institutions using UN-Habitat manuals and methods in shelter and sustainable urban development *Performance measures* 2004-2005: 60 national training and capacity-building institutions Estimate 2006-2007: 80 national training and capacity-building institutions Target 2008-2009: 100 national training and capacity-building institutions

External factors

15.32 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there are adequate resources for implementing the global and national activities planned for the global campaigns; (b) there will be minimal political risks in addressing sensitive land issues, such as changes in government and related policies which could slow down the progress of initiatives on land and housing; and (c) Member States respond positively to the guidelines and recommendations provided and ensure the intended beneficiaries have sustained resources and supportive legal, institutional and policy frameworks to implement the policies and strategies initiated through UN-Habitat activities.

Outputs

15.33 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: fourth session of the World Urban Forum, 2008 (1); twenty-second session of the Governing Council of UN-Habitat, 2009 (1); intergovernmental and expert meetings of the United Nations Advisory Committee of Local Authorities (1);

(ii) Parliamentary documentation: contribution to the twenty-fifth session of the United Nations Environment Programme Governing Council and Environmental Management Group (2); documentation for the Commission on Sustainable Development (2008, 2009) (2); documentation for the twenty-second session of the Governing Council (7); documentation for the fourth session of the World Urban Forum (8);

(iii) Ad hoc expert groups: ad hoc expert groups on: Expert Advisory Group on Decentralization (2008-2009) (1); land tenure and management, including women's equal tenure (2); training and capacity-building tools for housing the urban poor (1); assistance on land administration to intergovernmental bodies and/or United Nations representatives, including the World Bank (2); electronic governance, planning, civil society involvement, localizing Millennium Development Goals (3); meetings/seminars on effective enabling shelter strategies, including cooperative housing, and the progressive realization of the human right to adequate housing, including review of the implementation of housing rights monitoring through indicators (2); international stakeholders meetings on crime prevention with focus on youth at risk and on urban safety policies (2); meetings to develop the Enhanced Normative and Operational Framework (2); the Advisory Group on Forced Evictions (2); regional Conference of Mayors (1); regional Conference of Ministers (2); regional expert group meetings focusing on bridging the gap between demand and supply in education for sustainable urbanization (4); steering Group of the Global Campaign for Sustainable Urbanization (2); Meetings of the United Nations Advisory Committee of Local Authorities (4); meeting on NEPAD (1);

(iv) Assistance to representatives, rapporteurs: Inter-Agency Task Force of International Strategy on Disaster Reduction (4); participation in the Inter-Agency Standing Committee Working Groups and Executive Committee on Humanitarian Affairs (2); participation in the Inter-Agency Committee on United Nations Decade of Education for Sustainable Development (2); provision of support to the African Union (1); support to the Special Rapporteur on adequate housing (2); support to the Africa Ministerial Conference on Water Activities (3);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: annual reports documenting cases of unlawful evictions (2);

(ii) Non-recurrent publications: comparative studies on land tenure and land management (2); municipal responses to HIV/AIDS in Lake Victoria region (1); publication on harmonization of planning by-laws in sustainable urbanization (1); regional thematic reports on urban governance (1); regional thematic reports on urban environmental issues (1); report on access to energy services for the urban poor residing in informal settlements in developing countries (1); report on progress in the realization of housing rights of vulnerable and disadvantaged groups (1); report on the progressive realization of the human right to adequate housing (based on housing rights indicators) (1); review of the Lake Victoria City Development Strategies process and lessons learned (1); series on cost-effective building materials and technology (2); the state of urbanization in the Lake Victoria region (1); updated compilations of case law and adjudication on housing rights (1); updated compilations of national housing rights legislations (1); report on NEPAD (1); update of NEPAD cities programme report (1); report on the state of decentralization and local democracy (1);

(iii) Booklets, fact sheets, wallcharts, information kits: *Disaster Management Programme Newsletter* (2); information material on land tenure and land management (2);

information materials, booklets, fact sheets, wallcharts and information kits on the Global Campaign for Sustainable Urbanization (2); *Safer Cities Newsletter* (2); *Training and Capacity-Building Newsletter* (4); *Urban Environment Newsletter* (4); *Urban Governance Newsletter* (4); *Water for Cities* quarterly newsletter (8); information material on land tenure and land management (2);

(iv) Technical material: adaptation and online administration of UN-Habitat training tools to distance learning courses (2); compendium training and capacity-building institutions focusing on human settlements, local government and sustainable urbanization issues (1); distance learning package on sustainable urbanization designed to support certification programmes for urban planners (1); financial toolkit at the city level for the Lake Victoria programme (1); tools/guidelines and policy documents on land (2); municipal youth toolkit (1); tools/guidelines/policy documents for integrating sustainable urban development issues into national development plans and poverty reduction strategies (2); tools/guidelines for housing policy formulation (1); tools/guidelines for planning for slum prevention (1); tools/guidelines/policy documents on localizing global environment topics jointly by UN-Habitat and UNEP (2); tools/guidelines/policy documents on sustainable settlements rehabilitation and disaster risk reduction (4); tools/guidelines/policy documents on urban crime prevention (4); training materials on land governance (1); training materials on sustainable urban development (1); trainer's companion tool for local economic development training (1); tools for implementation of the Guidelines on Decentralization (2);

(v) Audio-visual resources: videos on the Lake Victoria programme (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services of Advisory Group on Forced Evictions (8); advisory services to develop a capacity-building strategy for urban planning and design (2); advisory services to develop a regional training and capacity-building strategy for Latin America (2); advisory services to partners and local governments on local crime prevention and safety (10); advocacy activities at regional and global levels (2); assistance on land administration to intergovernmental bodies/or United Nations representatives, including World Bank (2); environmental Planning Management advisory/capacity-building/monitoring missions to local authority partners (10); improving enabling shelter strategies (4); international cooperation/inter-agency coordination on joint urban Environmental Planning Management/Sustainable Cities Programme initiatives with UNEP (2); promoting improved security of tenure and upgrading of slums in cities, focusing on the establishment of policy instruments, institutional arrangements and concrete improvements in selected settlements (10); promoting realization of housing rights (regional dialogues) (4); promoting use of most effective building materials and technologies (4); support to integrating urbanization issues into national development plans and poverty reduction strategies (4); support to national training and capacity-building institutions in local governance training (3); support to national training and capacity-building institutions in mainstreaming gender into training and capacity-building efforts (3); support to national training and capacity-building institutions in tracking training impact on performance (3); support to United Cities and Local Governments; technical advisory activities and advocacy work on the implementation of the Guidelines on Decentralization (1); support to national and international training and capacity-building institutions and programmes in training needs assessment and training impact evaluation (3); technical assistance, emergency support and project formulation missions to disaster-hit and/or disaster-prone countries

in line with the approved strategy (10); UN-Habitat/UNEP joint long-term framework on the urban environment (1); UN-Habitat/UNEP joint work programme on urban environment (2);

(ii) Training courses, seminars and workshops: environmental planning management capacity-building workshops with national urban institutions for about 35 people per workshop (2); mainstreaming gender in municipal planning (2); regional courses on land governance for about 30 people per workshop (2); regional training workshops on the Lake Victoria programme; regional courses on sustainable urban development (2); regional workshops on local government financial management for about 25 people per workshop (2); training components of water for Asian/African cities projects (6); training courses at the fourth session of the World Urban Forum for about 40 people per workshop (3); training and capacity-building in improved low-cost mobility options for developing-country cities (6); training of safer cities coordinators and local government officials/partners on urban safety for about 18 people per workshop (4); training/meeting of partners on long-term urban environment programme by UN-Habitat/UNEP (1); training/workshops on transparency and participatory planning (4); training in sustainable urban development for Habitat Programme Managers;

(iii) Field projects: city development strategies action plans for eight cities, including demonstration projects — Homa Bay, Bukoba, Kisumu, Entebbe, Kampala, Jinja, Mwanza and Musoma (8); environmental planning management demo-field projects/replications in support of local authorities improving environmental services/better management of the urban environment (continuous) (10); execution, backstopping and evaluation of disaster management projects (15); field projects supporting formulation of effective shelter strategies (4); field projects with regional offices supporting crime prevention at the local and national levels (12).

Table 15.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	6 029.2	4 835.8	28	22
Non-post	604.7	475.1	—	—
Subtotal	**6 633.9**	**5 310.9**	**28**	**22**
Extrabudgetary	36 166.6	20 009.5	37	34
Total	**42 800.5**	**320.4**	**65**	**56**

15.34 The requirements of $4,835,800 would provide for the 22 posts reflected in table 15.10. This amount reflects a decrease of $1,193,400 arising from the outward redeployment of 6 posts (2 P-4, 1 P-3, 1 P-2 Human Settlements Officers and 2 local level) from the Water, Sanitation and Infrastructure Branch previously under subprogramme 1 to subprogramme 4 in line with the medium-term strategic and institutional plan. The amount of $475,100 for non-post resources would provide for, inter alia, consultants and experts, travel of staff, general operating expenses and other operational requirements.

Subprogramme 2
Monitoring the Habitat Agenda

Resource requirements (before recosting): $5,051,900

15.35 The responsibility for implementing this subprogramme lies with the Monitoring and Research Division. The core work of subprogramme 2 falls within medium-term strategic and institutional plan focus area 1, i.e., Effective advocacy, monitoring and partnerships, although in terms of substantive content, the work of the subprogramme is cross-cutting and contributes to all the other medium-term strategic and institutional plan substantive focus areas.

15.36 In implementing the programme of work, the subprogramme will be working in close collaboration with Habitat Agenda partners and establishing national and local urban observatories to engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies and enabling legislation, for assessing progress towards achieving the goals of the Habitat Agenda as well as those of the Millennium Declaration as set forth in General Assembly resolution 55/2, especially on slums, safe drinking water and sanitation and use of such data and information for programme formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming new and innovative policies and strategies on the five focus areas identified in the medium-term strategic and institutional plan, including urban planning and management, urban economic development, urban-rural development linkages, urban poverty reduction and employment generation, gender and women's empowerment and strategic partnerships and youth;

(c) Raising awareness of the role and capacity of public-private partnerships for upscaling pro-poor shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons learned from best practices on a north-south and south-south basis, with particular focus on city-to-city cooperation;

(e) Disseminating results and findings through various publications, including the two flagship reports: the Global Report on Human Settlements and the State of the World's Cities report.

Table 15.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, as well as to raise global awareness of human settlements issues.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved global awareness among Governments, local authorities and other Habitat Agenda partners on human settlements conditions and trends, including sustainable urbanization and best practices, as well as on	(a) (i) Increased number of articles on the *Global Report on Human Settlements* and the *State of the World's Cities* report in the media

progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Declaration targets	*Performance measures* 2004-2005: not applicable Estimate 2006-2007: 75 articles Target 2008-2009: 100 articles
	(ii) Increased number of universities, research and training institutions using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the Best Practices Database in their education and training programmes
	Performance measures 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 25 universities, research and training institution
	(iii) Increased number of urban observatories that use urban information systems, such as UrbanInfo software and Geographic Information Systems technology, for urban management, policymaking or urban planning
	Performance measures 2004-2005: 10 urban observatories Estimate 2006-2007: 20 urban observatories Target 2008-2009: 50 urban observatories
	(iv) Increased number of in-house and other best practices documented, disseminated and analysed for policy implications and scaling up
	Performance measures 2004-2005: 2,000 best practices Estimate 2006-2007: 2,500 best practices Target 2008-2009: 3,000 best practices
(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of the urban and regional economy to national development, with	(b) (i) Increased number of requests from Governments and other Habitat Agenda partners for UN-Habitat policy and strategy guidelines on balanced rural-urban linkages

particular attention to rural-urban economic linkages	in human settlements development and management, within the broader context of national development plans and poverty reduction strategies *Performance measures* 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 10 requests (ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues, within the broader context of national development plans and poverty reduction strategies *Performance measures* 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 10 requests
(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of mainstreaming of gender, partnerships and youth concerns in human settlements activities	(c) (i) Increased number of human settlements programmes of UN-Habitat and other Habitat Agenda partners that mainstream gender and promote women's empowerment *Performance measures* 2004-2005: 20 human settlements programmes Estimate 2006-2007: 27 human settlements programmes Target 2008-2009: 37 human settlements programmes (ii) Increased number of UN-Habitat and other Habitat Agenda partners programmes that mainstream strategic partnerships at the global, national and local levels *Performance measures* 2004-2005: 30 programmes Estimate 2006-2007: 38 programmes

Target 2008-2009: 44 programmes

(iii) Increased number of human settlements programmes that mainstream youth concerns and youth-led development

Performance measures

2004-2005: 10 human settlements programmes

Estimate 2006-2007: 15 human settlements programmes

Target 2008-2009: 20 human settlements programmes

(iv) Number of public-private partnerships, including profit- and corporate social responsibility-based ones, and community partnerships facilitated at the global, national and local levels

Performance measures

2004-2005: not applicable

Estimate 2006-2007: 5 partnerships

Target 2008-2009: 20 partnerships

External factors

15.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is no shortfall in the level of extrabudgetary resources mobilized to carry out country-level assessments of progress towards the attainment of the goals of the Habitat Agenda and of the Millennium Declaration targets on slums, drinking water and sanitation as amended by the Johannesburg Plan of Implementation on slums, drinking water and sanitation; (b) Member States will support the creation and maintenance of Habitat Agenda monitoring mechanisms at the national and local levels; (c) Member States will request technical advisory services and respond positively to follow-up to the advisory services rendered.

Outputs

15.38 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Substantive servicing of meetings: fourth session of the World Urban Forum, 2008 (1); twenty-second session of the Governing Council of UN-Habitat, 2009 (1);

(ii) Parliamentary documentation: the twenty-second session of the Governing Council (2); the Commission on Sustainable Development (2008, 2009) (2); the fourth session of the World Urban Forum (2); report on Youth Forum at World Urban Forum IV (1); report to the United Nations Statistical Commission (1);

(iii) Ad hoc expert groups: annual Best Practices and Local Leadership Programme Steering Committee meetings (2); annual Friends of Monitoring Systems Branch steering committee meeting (2); assessment of global trends in gender mainstreaming and the participation of women in local governance at the fourth session of the World Urban Forum (2); global trends in urban planning (1); lessons learned from best practices focusing on one or more of the five focus areas identified in the medium-term strategic and institutional plan (3); monitoring secure tenure (1); partnerships and alliances engaged in the monitoring and implementation of human settlements on one or more of the five focus areas identified in the medium-term strategic and institutional plan (1); best practices (Technical Advisory Committee and Jury) (2); country-level Millennium Development Goals monitoring and urban inequities (2); Global Parliamentarians on Habitat (1); task force meetings on the implementation of sustainable partnerships; the Advisory Board of the Global Research Network on Human Settlements on one or more of the five focus areas identified in the medium-term strategic and institutional plan (2); monitoring slums using geo-spatial technology (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: *Global Report on Human Settlements* (1); the *State of the World's Cities* report (1);

(ii) Non-recurrent publications: abridged edition of the *Global Report on Human Settlements 2009* (6); booklet on gender mainstreaming in human settlements for Habitat Agenda partners (1); casebook on lessons learned from best practices, good urban policies and enabling legislation (1); gender-disaggregated data on urban indicators, report for Africa (1); gender equality action plan 2008-2013 (1); Geographical Information Systems training manuals, revised guide (1); Global Dialogue on Human Settlements research papers (8); guidelines on best practices transfer (1); guidelines for working with partners (1); human settlements policy impact and knowledge management framework (1); partner profiles (1); preliminary report on secure tenure profiles and intra-city analysis (1); private sector position paper (1); publication on learning from best practices in water and sanitation — Lake Victoria region (1); policy paper on advocacy, monitoring and partnerships for sustainable urbanization (1); role of civil society in enhancing civic values (1); slums of the world: trends review and update (2); state of children and youth in cities (1); the Statistical Book on Human Settlements (1); UN-Habitat Lecture Series (2); updated version of the urban information manual (2); Urban Indicators Programme Training Manual, revised guide (1); Urban Inequities City profiles: cities and citizens series (5); "Enhancing Urban-Rural Development Linkages in Eastern Africa" (1); youth indicators (1);

(iii) Technical material: DVDs on UN-Habitat lectures (2); easily accessible partners' database (1); restructured, revised and updated best practices database (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: assistance to selected countries in the implementation of Global Partnership Initiative for urban youth development, including action research initiatives (9); country and city baseline indicators for up to 10 countries, including One-UN pilot countries (10); support for awards and competitions for women-friendly cities and gender-responsive Governments in Latin America and the Caribbean, and Asia/Pacific regions (2); support to countries and cities as part of the Global Sample of Cities (Urban Indicators Programme) on city-data collection and analysis (6); support to countries in the preparation of national census (5); support to selected cities on the use of Urbaninfo

software (6); support to selected Governments in Africa in mainstreaming gender in local governance (2); support to selected Governments on mainstreaming gender in slum-upgrading programmes (2); support to strengthen local capacities to set up or enhance local monitoring systems (6);

(ii) Training courses, seminars and workshops: regional workshop for 30 people on gender mainstreaming in municipal development in southern Africa (2); workshop for 30 people on concrete measures to enhance urban-rural development linkages (1);

(iii) Field projects: implementation of a pilot project to enhance urban-rural development linkages in selected developing countries (1); pilot projects for empowering urban women entrepreneurs through housing development and land rights (1).

Table 15.12 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	5 868.0	4 530.4	28	23
Non-post	558.9	521.5	—	—
Subtotal	**6 426.9**	**5 051.9**	**28**	**23**
Extrabudgetary	20 375.9	20 959.4	36	34
Total	**26 802.8**	**26 011.3**	**64**	**57**

15.39 The amount of $4,530,400 for post requirements reflects a decrease of $1,337,600 resulting from: (a) outward redeployment of three posts (1 P-5 Chief, Monitoring and Evaluation, 1 P-5 Chief, Information Section and 1 P-3 Information and Technology Officer) to realign the functions of these posts with their activities, which are within the responsibility of Executive Direction and Management; and, (b) outward redeployment of two posts (1 P-4 Human Settlements Officer and 1 P-3 Human Settlements Officer) to subprogramme 4 in order to strengthen and streamline the functions of human settlements financing within UN-Habitat mentioned in paragraph 15.5 (b) above. The amount of $521,500 in non-post resources reflects a corresponding decrease of $37,400 associated with the above-mentioned outward redeployment of posts, and would provide for largely: consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements.

Subprogramme 3
Regional and technical cooperation

Resource requirements (before recosting): $1,533,300

15.40 The Regional and Technical Cooperation Division will implement this subprogramme. The Division will focus its efforts on the normative and operational functions. The normative functions include setting of standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level. In implementing the medium-term strategic and institutional plan, the Regional and Technical Cooperation Division

will address all five substantive focus areas at the country and regional levels. The strategy for implementing the objective includes:

(a) The operational activities consist of technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition, at the request of Governments. The enhanced normative and operational framework will be implemented through a phased roll-out based on country demand, clear engagement criteria and regular evaluations. National UN-Habitat programme managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda, as well as the relevant Millennium Development Goals at the national and local levels. Clear criteria will be established for country-level activities and deployment of Habitat Programme Managers, taking note of the geographical balance and provision of adequate resources. To strengthen country-level operations, UN-Habitat will ensure that all Habitat Programme Managers have sound knowledge of sustainable urbanization issues and capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat Programme Managers will act as country-level catalysts for the implementation of the medium-term strategic and institutional plan, including the Enhanced Normative and Operational Framework, especially in One-UN pilot countries hosting Habitat Programme Managers. Their role will be particularly crucial in the light of paragraph 22 (a) of resolution 60/1, the 2005 World Summit Outcome, in which the General Assembly calls for the adoption of comprehensive national development strategies for achieving internationally agreed development goals, including the Millennium Declaration Goals. In addition, major emphasis will be put on the exchange of policy experiences within regions and subregions and on regional monitoring;

(b) Regional offices will coordinate activities carried out at the regional and country levels and contribute to the knowledge management strategy in close collaboration with all four subprogrammes. They will backstop operational activities at the country level, continue to build capacity in disaster prevention and management and ensure a rapid and effective response where there are post-conflict crises and disasters, as appropriate.

(c) Women, youth, older persons and persons with disabilities are expected to be active participants and beneficiaries of the programmes and projects implemented under the subprogramme.

Table 15.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters	(a) (i) Increased number of countries that strengthen their institutions' ability to develop strategies to reduce urban poverty *Performance measures* 2004-2005: 40 countries

	Estimate 2006-2007: 49 countries Target 2008-2009: 55 countries (ii) Increased number of countries that strengthen their institutions' competence to respond to disasters and reduce vulnerability *Performance measures* 2004-2005: 20 countries Estimate 2006-2007: 22 countries Target 2008-2009: 25 countries
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends	(b) (i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization *Performance measures* 2004-2005: 35 countries Estimate 2006-2007: 40 countries Target 2008-2009: 45 countries (ii) Increased number of countries implementing policies and strategies on slum upgrading and slum prevention *Performance measures* 2004-2005: 40 countries Estimate 2006-2007: 47 countries Target 2008-2009: 55 countries (iii) Increased number of partners participating in the monitoring of human settlements conditions through the documentation of best practices and preparation of national and regional state-of-the-cities reports *Performance measures* 2004-2005: 36 partners Estimate 2006-2007: 40 partners Target 2008-2009: 45 partners

(c) Improved integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist	(c) (i) Increased number of United Nations country teams that have integrated pro-poor and sustainable urbanization into United Nations development assistance frameworks *Performance measures* 2004-2005: 20 United Nations country teams Estimate 2006-2007: 30 United Nations country teams Target 2008-2009: 40 United Nations country teams (ii) Number of comprehensive country programme documents developed, particularly for One-UN pilot countries hosting Habitat Programme Managers *Performance measures* 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 10 documents

External factors

15.41 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the necessary human and financial resources are available; (b) continuing and emerging political and social instability, including natural disasters such as drought, tsunami, earthquakes and floods, as well as man-made disasters that pose serious threats to programme implementation, will be minimal; (c) there is political will among many Governments to mainstream urban and housing issues in their broad national development agenda.

Outputs

15.42 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Substantive servicing of meetings: fourth session of the World Urban Forum, 2008 (1); twenty-second session of the Governing Council of UN-Habitat, 2009 (1);

(ii) Parliamentary documentation: the twenty-second session of the Governing Council (1); the Fourth World Urban Forum (1);

(iii) Ad hoc expert groups: expert group meetings on: the Asian and Pacific Ministerial Conference on Land, Housing and Urban Development (2); Ministers of Housing and Urban Development of the Latin American and Caribbean Countries (2); Rapid Urban Sector Profiling for Sustainability (2); Regional State of Cities (3); the African

Ministerial Conference on Housing and Urban Development (1); housing and urban development in Eastern Europe and countries with economies in transition (2);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: *Habitat Debate* in Russian (8); *Habitat Debate* in Spanish (8); *Operational Activities Report* (1);

(ii) Non-recurrent publications: Best Practices bulletin (8); Rapid Urban Sector Profiling for Sustainability reports (10); regional *State of the World Cities* reports (3);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: on housing and urban development issues in Africa and the Arab States, Asia and the Pacific, Latin America and the Caribbean, and Eastern Europe (75); mainstreaming of urban issues in United Nations Development Assistance Frameworks and poverty reduction strategy papers and promotion of UN-Habitat global programmes by national Habitat Programme Managers posted in 45 countries (45); programme formulation and backstopping in areas of post-conflict and post-disaster management and reconstruction in Africa, the Arab States and Asia and the Pacific (20);

(ii) Training courses, seminars and workshops: training on Rapid Urban Sector Profiling for Sustainability (3); training on the regional *State of the World Cities* report (3);

(iii) Field projects: Field projects on urban governance and slum upgrading supported in collaboration with UNDP and Cities Alliance in Africa and Arab States; Asia and the Pacific; and Latin America and the Caribbean (30); field projects to build capacities on housing policy, urban management and post-disaster reconstruction in Africa; Asia and the Pacific; Latin America and the Caribbean; Eastern Europe (50); slum upgrading, urban planning, post-conflict management and rehabilitation, governance, basic services, institutional development and capacity-building projects in the Arab States (22).

Table 15.14 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 398.3	1 398.3	5	5
Non-post	135.0	135.0	—	—
Subtotal	**1 533.3**	**1 533.3**	**5**	**5**
Extrabudgetary	143 885.2	133 382.4	34	42
Total	**145 418.5**	**134 915.7**	**39**	**47**

15.43 An amount of $1,398,300 for post resources would provide for the five posts reflected in table 15.14. The amount of $135,000 in non-post resources would provide for, inter alia, consultants and experts, travel of staff, general operating expenses and other operational costs.

Subprogramme 4
Human settlements financing

Resource requirements (before recosting): $2,191,500

15.44 Responsibility for this subprogramme rests with the United Nations Habitat and Human Settlements Foundation, anchored in the Human Settlements Financing Division. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division will take on focus area 5, Strengthening human settlements finance systems, and focus area 4, Environmentally sound basic urban infrastructure and services, as the principal areas of work and relate them to all the other focus areas. The strategy for implementing the objective includes:

(a) Initiating a four-year programme on experimental reimbursable seeding operations for low-income housing and infrastructure in the context of other global financing bodies, together with the appropriate institutional arrangements, operational procedures and guidelines, including those required for the establishment of experimental reimbursable seeding operations and other innovative financial mechanisms, building upon the instruments and networks of the Water and Sanitation Trust Fund and the Slum Upgrading Facility, for more effective mobilization of resources, from the public and private sectors, for shelter and related infrastructure in developing countries and in countries with economies in transition, with special focus on the needs of slum-dwellers and low-income groups and on the implementation of the Millennium Declaration target on slum upgrading and paragraph 56 (m) of the 2005 World Summit Outcome (resolution 60/1) on slum prevention;

(b) Preparing terms of reference for a steering and monitoring committee for experimental reimbursable seeding operations and other innovative operations for financing pro-poor housing, infrastructure and upgrading initiatives;

(c) Establishing a working group with existing financial institutions, relevant United Nations bodies and other operators to identify and assess, inter alia, risks, preconditions, methodologies and other tools for innovative finance arrangements;

(d) Providing technical assistance and targeted seed capital through the Slum Upgrading Facility of the Foundation to develop and support mechanisms for mobilizing domestic savings and capital to improve the availability of affordable housing, adequate shelter and infrastructure in developing countries and in countries with economies in transition. At the request of Governments, providing technical advice and facilitating peer exchanges designed to advance national policy frameworks, regulatory reforms and institutional arrangements that Member States can use to enable private banks, insurance companies, micro-finance institutions, and community-based savings and credit organizations to finance affordable housing and related infrastructure — thus leveraging limited public investment and official development assistance;

(e) Promoting pro-poor investment in water and sanitation through strategic partnerships among key stakeholders, including community organizations, municipalities, private sector utility operators, financial institutions, non-governmental organizations and central governments, drawing upon the Water for African Cities and Water for Asian Cities programmes designed to strengthen the capacity of cities to improve coverage at the municipal level. Major focus will be placed on strategies that are owned locally and on activities designed to strengthen the political will to adopt pro-poor investment policies and regulations. The Water and Sanitation Trust Fund will be used as a tool to leverage and improve aid effectiveness from donor sources to field-test investment designs for long-term sustainability;

(f) Working with the World Bank Group, regional development banks, other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the investment portfolios of the financing institutions, and to mobilize finance from international sources to play a catalytic and preparatory role in leveraging domestic investment for slum upgrading and other pro-poor human settlements development.

Table 15.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate the mobilization of investments from international and domestic sources in support of adequate shelter, related infrastructure development programmes and housing finance institutions and mechanisms, particularly in developing countries and in countries with economies in transition

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition	(a) (i) Institutional arrangements including a Trust Fund for experimental reimbursable seeding operations established for affordable housing and infrastructure, with particular focus on low-income populations in informal settlements and slums *Performance measures* 2004-2005: $69 million Estimate 2006-2007: $83 million Target 2008-2009: $100 million (ii) Number of countries with established experimental reimbursable seeding operations as well as other innovative financial mechanisms *Performance measures* 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 4 countries (iii) Number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the above experimental activities

		Performance measures 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 4 operational procedures and guidelines
(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure	(b)	(i) Number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure *Performance measures* 2004-2005: 10 countries Estimate 2006-2007: 15 countries Target 2008-2009: 20 countries (ii) Number of financial instruments and bankable projects designed, packaged and effectively applied *Performance measures* 2004-2005: 0 financial instruments and bankable projects Estimate 2006-2007: 6 financial instruments and bankable projects Target 2008-2009: 9 financial instruments and bankable projects (iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level *Performance measures* 2004-2005: 0 Estimate 2006-2007: $40 million Target 2008-2009: $200 million (iv) Number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and

	private capital for affordable housing and related infrastructure *Performance measures* 2004-2005: 0 countries Estimate 2006-2007: 5 countries Target 2008-2009: 10 countries
(c) Improved capacity and environment to facilitate the provision and access of infrastructure and basic services in urban settlements of different sizes, especially safe drinking water and sanitation, to achieve the Millennium Declaration target	(c) (i) Increased number of countries implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation, and related infrastructure *Performance measures* 2004-2005: 14 countries Estimate 2006-2007: 20 countries Target 2008-2009: 25 countries (ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure *Performance measures* 2004-2005: 25 urban centres Estimate 2006-2007: 30 urban centres Target 2008-2009: 35 urban centres (iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient energy services and to public and non-motorized transport *Performance measures* 2004-2005: 5 countries Estimate 2006-2007: 7 countries Target 2008-2009: 10 countries (iv) Increased number of countries with water utilities that have extended their services to informal settlements with

	greater financing through benchmarking for enhanced credit rating *Performance measures* 2004-2005: not applicable Estimate 2006-2007: not applicable Target 2008-2009: 10 countries
(d) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance	(d) (i) Number of partnerships established to enhance investment allocations for improving human settlements *Performance measures* 2004-2005: 8 partnerships Estimate 2006-2007: 12 partnerships Target 2008-2009: 15 partnerships (ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships *Performance measures* 2004-2005: 0 Estimate 2006-2007: $10 million Target 2008-2009: $100 million

External factors

15.45 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is continued financial commitment and support from international and regional development banks, bilateral development cooperation agencies and international donor facilities to strengthen the Foundation; (b) there is support among Member States and domestic financial institutions at the country level to develop financial mechanisms for mobilizing domestic capital for slum upgrading; (c) there is political will to overcome institutional barriers and identify modalities for effective partnerships that result in financial commitments.

Outputs

15.46 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Substantive servicing of meetings: fourth session of the World Urban Forum, 2008 (1); twenty-second session of the Governing Council of UN-Habitat, 2009 (1);

(ii) Parliamentary documentation: fourth session of the World Urban Forum (1); twenty-second session of the Governing Council (1);

(iii) Ad hoc expert groups: annual meetings of the Advisory Board of Development Programmes of the Habitat Foundation (2); access to energy services for the urban poor residing in informal settlements in developing countries (1); coordination meetings with the Water and Sanitation Trust Fund activities related to slum upgrading (4); community-based finance and cooperative housing instruments (2); Global Report on the State of Water and Sanitation in the World's Cities (third edition) (1); high-level policy dialogue on gender-mainstreaming in water and sanitation programmes in Africa (1); the role of international and regional financial institutions and international donor facilities in mobilizing domestic capital for slum upgrading (1); institutional framework and options for the Habitat Foundation (1); the fund-raising strategy for the Habitat Foundation (1); human settlements financing mechanisms and instruments (3); human settlements financing policies (1); joint UN-Habitat and Private Infrastructure Development Group annual meeting on mobilizing domestic capital for basic services and related urban infrastructure (2); peer exchange meetings on mechanisms of financing housing and related infrastructure in selected East African countries (3); peer exchange meetings on mechanisms of financing housing and related infrastructure in selected West African countries (3); semi-annual Consultative Board meetings of the Slum Upgrading Facility (4); support to the African Ministerial Conference on water activities (3); Water and Sanitation Trust Fund (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: annual report on the United Nations Habitat and Human Settlements Foundation and its activities (2); State of Water and Sanitation in the World's Cities (third edition) (1); Trust Fund for Water and Sanitation annual report (2);

(ii) Non-recurrent publications: compilation of innovative tools and practices for municipal financing of bulk infrastructure in informal settlements for selected developing countries (1); policy paper on human settlement financing (1); report on lessons learned, partnerships and best practices in unlocking domestic sources of finance and utilizing international resources to leverage domestic financial resources for shelter and human settlements development (1); report on linking formal and informal housing finance mechanisms in developing countries (1); reports on efforts of selected international and private sector institutions in mobilizing resources for affordable shelter and human settlements development (1); compilation of innovative tools and practices for municipal financing of bulk infrastructure in informal settlements for selected developing countries (1); handbook for developing a humansettlements financing strategy (1); handbook for community-based finance and microfinance (1); human settlements financing instruments (technical reports and tools) (3); Joint UN-Habitat/international financial institution publication on the role of international and regional financial institutions and international donor facilities in mobilizing domestic capital for slum upgrading (1); monographs on human settlements finance systems on innovative finance systems (7); publications on housing cooperatives (2); report on linking formal and informal housing finance mechanisms in selected countries (1); water, sanitation, energy and transport (6); access to energy services for the urban poor residing in informal settlements in developing countries (1);

(iii) Booklets, pamphlets and fact sheets: *Water for Cities* Quarterly Newsletter (8); country-specific programme brochures on water and sanitation (4);

(iv) Technical material: database on financing of housing and related infrastructure for the urban poor to assist in the monitoring of Millennium Development Goals (1); memorandums of understanding and other cooperation frameworks with international financial institutions, regional development banks, international donor facilities and United Nations organizations (3); web-based dissemination of information on the activities of the Human Settlements Foundation (1); gender mainstreaming toolkit on water and sanitation (4); toolkit on training and capacity-building for water and sanitation utility managers in Africa (1); training manual for pro-poor water governance and service delivery (1); training toolkit for implementing bus rapid-transport systems in sub-Saharan cities (1); website for Sustainable Transport Action Network for Africa (1); Human Settlements finance: practices and lessons from the field (electronic best practices case publication series);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: demonstration projects reviewing various financing options including but not limited to loan and grant guarantee funds, equity capital, bridge financing and challenge funds (10); provision of advisory services to interested Member States on packaging slum-upgrading projects, facilitating cooperation between domestic lending institutions and development partners and mobilizing domestic capital for upgrading shelter and basic services (10); water and sanitation services to 20 countries in Africa and 8 countries in Asia and the Pacific (28); sustainable transport planning and management advisory services in Kenya and Uganda (2);

(ii) Training courses, seminars and workshops: seminars/workshops designed to facilitate cooperation between domestic lending institutions and development partners in selected developing countries (6); seminars/workshops on lessons learned, partnerships and best practices in unlocking domestic sources of finance, and utilizing international resources to leverage domestic sources for shelter and human settlements development in four pilot countries (4); training components of projects on water for Asian and African cities for about 45 people per workshop (6); training and capacity-building in improved low-cost mobility options for developing country cities for about 25 people per workshop (6);

(iii) Field projects: joint UN-Habitat/international financial institutions pilot projects that draw upon respective expertise to mobilize domestic capital for shelter and basic services in selected developing countries (4); joint UN-Habitat/international financial institutions partnerships that combine pre-investment software development services with fast-track investment portfolio, respectively, in two developing countries (2); long-term programmes to mobilize resources to increase the supply of affordable credit for slum upgrading and related shelter and infrastructure projects (3); substantive technical and financial assistance to local and national slum-upgrading projects, with emphasis on financial packaging and the development of instruments to scale up and replicate such projects (4); regional water programmes in three countries in Africa (Lake Victoria Initiative) and four countries in Asia (Mekong Initiative) (7); field projects on water and sanitation in 20 countries in Africa and 8 countries in Asia (28); field projects on community-based and cooperative initiatives in human settlements (4).

Table 15.16 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	295.3	2 026.2	1	3
Non-post	20.7	165.3	—	—
Subtotal	**316.0**	**2 191.5**	**1**	**3**
Extrabudgetary	19 651.4	39 716.8	12	20
Total	**19 967.4**	**41 908.3**	**13**	**29**

15.47 The amount of $2,026,200 for post resources, reflecting an increase of $1,730,900 would provide for the continuation of one P-4 post and the inward redeployment of two posts (1 P-4 and 1 P-3) from subprogramme 2 in order to strengthen and streamline the functions of human settlements financing within UN-Habitat as well as the inward redeployment of 6 posts (2 P-4, 1 P-3, 1 P-2, 2 local level) from the Water, Sanitation and Infrastructure Branch previously under subprogramme 1 to subprogramme 4 in line with the medium-term strategic and institutional plan. The amount of $165,300 for non-post resources reflecting an increase of $144,600 associated with the above-mentioned inward redeployment, would provide for primarily: travel of staff, general operating expenses and other operational requirements.

D. Programme support

15.48 The implementation of the programme of work will be supported through a number of services, including human resources planning, financial management and programme planning and coordination. Programme support services are provided by the Programme Support Division, programme management officers in the regional offices of UN-Habitat and the Division of Administrative Services of the United Nations Office at Nairobi.

Table 15.17 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	—	295.3	—	1
Subtotal	**—**	**295.3**	**—**	**1**
Extrabudgetary	8 440.9	11 594.2	42	49
Total	**8 440.9**	**11 889.5**	**42**	**50**

15.49 The amount of $295,300 for post resources would provide for one P-4 Programme and Management Oversight Officer being redeployed from Executive direction and management to address the issue outlined in General Assembly resolution 59/264, particularly to strengthen the

internal control framework, harmonizing the administrative mechanism that would systematically act upon the findings and recommendations of oversight bodies and improving financial reporting. This redeployment is in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions in A/60/7 and Corr.1, paragraph IV.47, that the requirement for a post to carry these functions be carried out through redeployment or a redistribution of responsibilities. All other requirements would be met from extrabudgetary resources.

Table 15.18 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/60/7 and Corr.1)	
The Committee recommends that the functions envisioned for the proposed P-4 post be carried out through redeployment or a redistribution of responsibilities, but stands ready to reconsider a rejustification of the post for the 2008-2009 biennium (para. IV.47).	In line with the recommendation, a P-4 post in the Office of Executive Director is being proposed for redeployment to the Programme Support Division (see para. 15.51).
The Committee also recommends that UN-Habitat seek assistance from the Office of Internal Oversight Services, as well as from UNEP, with regard to best practices and guidance in organizing a monitoring and evaluation function. In this regard, the Committee recalls the in-depth evaluation of UN-Habitat carried out by the Office of Internal Oversight Services (E/AC.51/2005/3), in particular paragraphs 68 to 70 on monitoring and evaluation (para. IV.47).	The monitoring and evaluation functions of the organization are centrally coordinated by the Monitoring and Evaluation Unit, which is located in the Office of the Executive Director to give it greater independence. The related post, currently in subprogramme 2, is being proposed for redeployment. In response to the in-depth evaluation and the recommendation of the Committee, a P-3 extrabudgetary post has been redeployed from subprogramme 1 to this Unit to strengthen the monitoring and self-evaluation activities of the organization.
The Committee recommends that UN-Habitat address the issue of streamlining its European liaison offices with the possibility of consolidating their operations in one location (para. IV.50).	There is an ongoing review of the substantive representation/liaison offices within the United Nations system by the Joint Inspection Unit under the auspices of the CEB. UN-Habitat stands ready to consider the recommendations of this ongoing review to streamline the European liaison offices, once the report of the Joint Inspection Unit is issued. However, the two offices currently carry out different functions with different constituencies that require continuous and sustained attention and hence an intermittent presence may not suffice.

Brief description of the recommendation	*Action taken to implement the recommendation*
	The central mandate of the Geneva office is representing UN-Habitat at the United Nations Office at Geneva and in the specialized organizations and agencies based at Geneva. In this context it participates in inter-agency coordination mechanisms and task forces and in the preparation of major global conferences. The office promotes the effective implementation of the Memorandum of Understanding signed with the United Nations High Commissioner for Refugees, International Labour Organization, United Nations Programme on HIV/AIDS, the Office of the United Nations High Commissioner for Human Rights, and the International Strategy for Disaster Reduction. It is actively participating in the activities of the Economic Commission for Europe Committee on Human Settlements. It also liaises with the United Nations Office in Vienna. It promotes UN-Habitat campaigns on secure tenure and good urban governance and promotes the Habitat Agenda. Having become a member of the Executive Committee on Humanitarian Affairs in June 2004, UN-Habitat has become increasingly engaged with the humanitarian agencies as made evident in its involvement in Flash Appeals for the Tsunami-affected countries and the South Asia earthquake, particularly with regard to the shelter sector. It also works in collaboration with humanitarian agencies in Afghanistan, the occupied Palestinian territories, Somalia and Kosovo on shelter and local governance issues. It is heavily involved in the restructuring of the humanitarian sector led by the Inter-Agency Standing Committee. UN-Habitat is taking on various issues such as housing, land and property in the new cluster response system. It is clear that this engagement, which is a response to the humanitarian system's acknowledgement of the contribution of UN-Habitat, requires an effective and a continuing agency presence in Geneva. The Brussels office, on the other hand, mainly deals with the European Union entities, the Government of Belgium and northern

Brief description of the recommendation	*Action taken to implement the recommendation*
	European bilateral donors and the African, Caribbean and Pacific institutions. Its major functions are to raise the profile of urban issues generally and UN-Habitat in particular within the European Union and with bilateral donors in northern Europe, which constitute the majority of the extrabudgetary funding base of UN-Habitat. As urban issues do not receive the prominence that the urban crisis facing most of the developing world requires, the funding that UN-Habitat needs to carry out its mandate needs to be vigorously solicited.
The Committee recommends that UN-Habitat consider streamlining and restructuring its monitoring and evaluation functions into a centrally managed unit to be responsible for such functions for all subprogrammes (para. IV.51).	The Monitoring and Evaluation Unit, located in executive direction and management, has the functions of monitoring changes made during the biennium in the programme of work set out in the programme budget approved by the General Assembly and objective evaluation of the relevance, effectiveness, efficiency, quality, and impact of the outputs produced by the organization. The Monitoring and Research Division is responsible for implementing subprogramme 2, and monitors globally progress made by countries, cities and towns towards the realization of the Habitat Agenda and Millennium Development Goals. The Monitoring and Evaluation Unit therefore focuses on the impact of the internal activities undertaken by UN-Habitat, while the Monitoring and Research Division focuses on activities of countries and cities in the implementation of the Habitat Agenda.
The Committee recommends that UN-Habitat develop tools to evaluate the usefulness of its publications. Similarly, UN-Habitat undertakes regular exhibitions to provide information to experts and the general public. In this respect, it would also be helpful to initiate a systematic evaluation of customer satisfaction and general impact on those who visit its exhibits and use the information provided (para. IV.52).	Two tools are being used to evaluate the usefulness of UN-Habitat publications: (i) Review of publications in international journals. Publications are submitted to many policy-oriented academic and professional journals for review. Reports summarizing the journal reviews, by publication, are prepared for submission to the UN-Habitat Board of Directors with actual reviews annexed. For the *Global Report on Human*

Brief description of the recommendation	*Action taken to implement the recommendation*
	Settlements, reports are submitted to the Advisory Board for Global Research Network on Human Settlements for discussion. (ii) Capturing of user feedback through short questionnaires or feedback cards. The responses are analysed at least 12 months after the release and dissemination of each publication and a report prepared for submission to the Board of Directors. For the *Global Report on Human Settlements*, user feedback reports submitted to the Global Research Network on Human Settlements Advisory Board. Additionally, launch of the *Global Report on Human Settlements* will take place during sessions of the UN-Habitat Governing Council, as a special event, while one of the launches of the *State of the World's Cities* report will take place during sessions of the World Urban Forum, also as a special event. Question-and-answer discussions, involving the media, will be part of these launches. Reports capturing the ideas from these discussions will be prepared for submission to the Board of Directors. UN-Habitat established a new publications policy in 2004, which governs the planning, editorial control, production, marketing, sales and distribution of the agency's publication. In line with this policy, the agency established a Publications Board, which approves all substantive technical publications to ensure that thematic balance and relevance to the mission of UN-Habitat. The Board also monitors the implementation of the publications programme, particularly those publications that appear in the Governing Council approved work programme. To assist the Board and author departments, a computerized Publications Management System has been implemented to keep track of workflows from planning, editing, design, production, and cost of all publications and to produce management reports. In addition, a

Brief description of the recommendation	*Action taken to implement the recommendation*
	new Publications Marketing and Sales System has been implemented on the UN-Habitat public website, which allows clients to review and rate the agency's publications as a way of providing feedback to author sections. The new system also improves access to publications by enabling clients to download electronic versions of many publications and indicating in which libraries and bookshops the agency's publications can be found. Furthermore, the agency features some of its popular publications on Amazon.com and has subscribed to the Google print service, which ensures wider visibility of its publications. UN-Habitat elects to exhibit only at venues and events which are relevant to the agency's issues. Where possible, for instance, at the World Urban Forum, the evaluation of the events always includes an evaluation of the exhibition. The agency has continued to improve the quality of exhibition material and showcases its publications at most exhibitions with increasing success. One way of measuring this success is the volume of sales of publications and promotional materials, which at the latest World Urban Forum amounted to $9,400 over five days, which is over 3.5 times the amount achieved two years earlier in 2004. Feedback from participants at the World Urban Forum III on this exhibition was extremely positive, with several suggestions for taking the same exhibition to other venues as a way of raising awareness of urban issues.
Report of the Board of Auditors (A/61/5/Add.8, part II)	
Conduct an inventory of expendable items as at the end of the biennium and account for as well as disclose them pursuant to paragraph 49 (iv) of the United Nations system accounting standards (para. 25).	The following response was discussed with the Audit Team: (a) The United Nations Office at Nairobi on behalf of UN-Habitat conducts an inventory of all expendable items annually. (b) All expendable items are expensed on purchase and reported as expenditure, in line with United Nations system accounting standards paragraph 38. Non-expendable

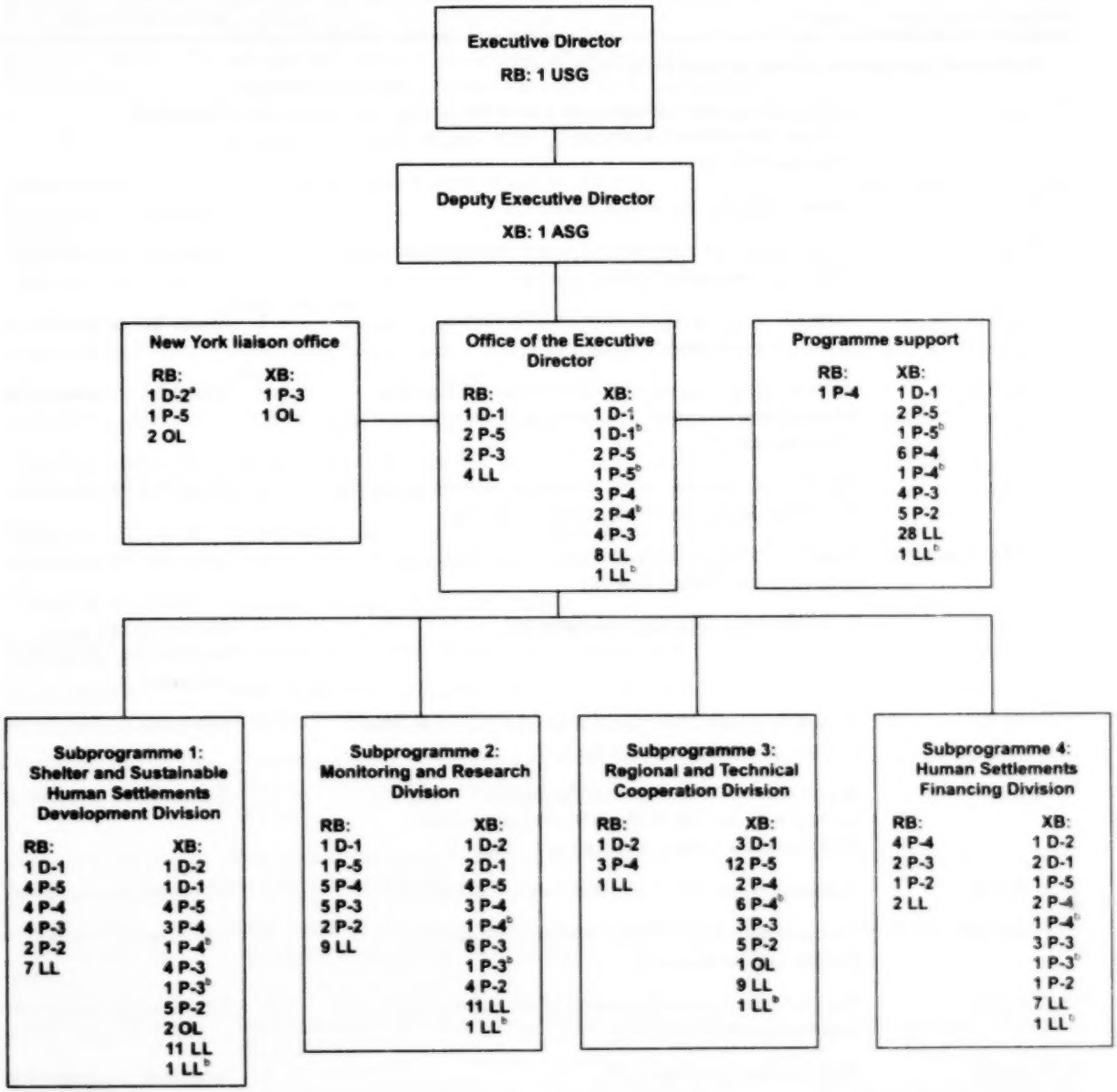
Brief description of the recommendation	*Action taken to implement the recommendation*
	property, which is excluded in United Nations system accounting standards paragraph 49 (iv), is expensed in line with United Nations system accounting standards paragraph 43. "Other assets", including deferred charges, will be disclosed in line with United Nations system accounting standards paragraph 49 (iv), as applicable.
Make the necessary adjustments in note 8 to the financial statements in respect of those vehicles reported as disposed of but actually in operating condition and one piece of equipment pending write-offs and awaiting disposal (para. 33).	Implemented. The necessary adjustments have been reflected in the 2006 financial statements.
The Board recommends that the Administration quantify the expected accomplishments in order to assess performance of the Global Campaigns programme (para. 38).	Implemented. The Integrated Monitoring and Documentation Information System is used as a standardized project performance evaluation tool to quantify accomplishments.
The Board recommends that the Administration summarize the project status implementation reports, including achievements and constraints, in accordance with the agreement (para. 42).	In progress. All substantive reports will continue to reflect the extremely complex working environment of the field projects summarizing the achievements and constraints accordingly. Reports will continue to be submitted on a regular basis.
The Board recommends that the Administration revise and improve the final report format such that the reported accomplishments match the groupings as presented in the project action plan for ease of evaluation (para. 45).	In progress. In the final report of the projects, the project accomplishments will be organized according to the grouping as per the indicators of success and expected accomplishment in the workplan.
Ensure that activities reported in the progress reports make reference to the time frame indicated in the approved workplans and that slippages, if any, are quantified and indicated in the report (para. 49).	In progress. Implementing and funding partners are kept informed of implementation delays and their impact on the projects. Progress including delays in project implementation was continuously discussed during the tripartite reviews.
(v) Comply with the requirements of the biennial programme plan of UN-Habitat in the preparation of workplans (para. 52).	Implemented. All projects integrate results-based budgeting.
The Board recommends that the Administration coordinate with the United Nations Office at Nairobi to review the "TDF" receivable and promptly bill UNDP (para. 57).	In progress. The United Nations Office at Nairobi has contacted UNDP for settlement. Correspondence is ongoing.

Brief description of the recommendation	*Action taken to implement the recommendation*
Coordinate with the United Nations Office at Nairobi the necessary steps to ensure that all bank charges are correctly classified (para. 61).	Implemented. In coordination with the United Nations Office at Nairobi, UN-Habitat will take all necessary steps to ensure that all bank charges are correctly classified.
Ensure that programme managers include and report all non-expendable property acquired by outposted offices in their inventory reports in the period in which it was acquired and coordinate with the Procurement, Travel and Shipping Section [of the United Nations Office at Nairobi] in conjunction with the Accounts Section of the Budget and Financial Management Service to keep track of acquisitions of outposted offices (para. 64).	Implemented. The regional offices submitted their inventory reports semi-annually as required.
Require the heads of project offices to submit complete inventory reports (para. 73).	Implemented. A focal point has been designated to follow-up and collate the information from the respective project offices.
(a) Exclude the items categorized as not owned by the Regional Office for Latin America and the Caribbean from the inventory report; and (b) prepare a separate list of all properties owned by the municipality of Rio de Janeiro and cause the formal transfer of said properties (para. 75).	Implemented. (a) Items not owned by the Regional Office for Latin America and the Caribbean have been excluded from the inventory report. (b) A separate list of all properties owned by the Municipality of Rio de Janeiro has been prepared.
Cover with sequentially numbered personal property receipts all non-expendable property items issued (para. 79).	Implemented. Sequentially numbered personal property receipts are issued for all non-expendable property items.
Execute contracts with individual contractors irrespective of the amount involved to ensure the faithful performance of the agreed work to be done (para. 82).	Implemented. Contracts with individual contractors, irrespective of the amount involved, are drawn up to ensure the faithful performance of the agreed work to be done.
Evaluate the performance of consultants in a timely manner and strictly ensure that final payments are not released until the final performance evaluation is issued, in accordance with administrative instruction ST/AI/1999/7 (para. 86).	Implemented. Performance evaluation of consultants are done in a timely manner on each payment and strictly ensured that final payments are not released until the final performance evaluation is issued, in accordance with ST/AI/1999/7.
(a) Formalize a training needs assessment with a view to developing an annual training plan; (b) document the evaluation of the impact of the training as the basis for future needs assessments; and (c) coordinate with the United	In progress. The regional offices staff training needs are assessed as part of its annual review and work planning. The annual training needs assessment will be submitted by the end of the year through UN-Habitat's Programme Support

Brief description of the recommendation	*Action taken to implement the recommendation*
Nations Office at Nairobi on the inclusion of the annual training plan of the Regional Office in the overall United Nations Office at Nairobi training plan (para. 92).	Division and Regional and Technical Cooperation Division, for the inclusion in the overall United Nations Office at Nairobi training programme.
In conjunction with the United Nations Office at Nairobi, coordinate with the United Nations Secretariat in respect of the need for IMIS enhancement to prevent over-obligations or over-expenditures in the technical cooperation projects and to reflect the actual financial status of projects in the IMIS-generated project status reports (para. 98).	In progress. The United Nations Secretariat is coordinating its implementation, in particular the upgrading of the Secretariat-wide information and communication technology systems as proposed in the report of the Secretary-General "Investing in information and communication technology" (A/60/846/Add.1).

United Nations Human Settlements Programme

Organizational structure and post distribution for the biennium 2008-2009


Executive Director
RB: 1 USG
Deputy Executive Director
XB: 1 ASG
New York liaison office
RB: 1 D-2[a], 1 P-5, 2 OL
XB: 1 P-3, 1 OL
Office of the Executive Director
RB: 1 D-1, 2 P-5, 2 P-3, 4 LL
XB: 1 D-1, 1 D-1[b], 2 P-5, 1 P-5[b], 3 P-4, 2 P-4[b], 4 P-3, 8 LL, 1 LL[b]
Programme support
RB: 1 P-4
XB: 1 D-1, 2 P-5, 1 P-5[b], 6 P-4, 1 P-4[b], 4 P-3, 5 P-2, 28 LL, 1 LL[b]
Subprogramme 1: Shelter and Sustainable Human Settlements Development Division
RB: 1 D-1, 4 P-5, 4 P-4, 4 P-3, 2 P-2, 7 LL
XB: 1 D-2, 1 D-1, 4 P-5, 3 P-4, 1 P-4[b], 4 P-3, 1 P-3[b], 5 P-2, 2 OL, 11 LL, 1 LL[b]
Subprogramme 2: Monitoring and Research Division
RB: 1 D-1, 1 P-5, 5 P-4, 5 P-3, 2 P-2, 9 LL
XB: 1 D-2, 2 D-1, 4 P-5, 3 P-4, 1 P-4[b], 6 P-3, 1 P-3[b], 4 P-2, 11 LL, 1 LL[b]
Subprogramme 3: Regional and Technical Cooperation Division
RB: 1 D-2, 3 P-4, 1 LL
XB: 3 D-1, 12 P-5, 2 P-4, 6 P-4[b], 3 P-3, 5 P-2, 1 OL, 9 LL, 1 LL[b]
Subprogramme 4: Human Settlements Financing Division
RB: 4 P-4, 2 P-3, 1 P-2, 2 LL
XB: 1 D-2, 2 D-1, 1 P-5, 2 P-4, 1 P-4[b], 3 P-3, 1 P-3[b], 1 P-2, 7 LL, 1 LL[b]

[a] Reclassification.

[b] Medium-term strategic and institutional plan posts.

Abbreviations: RB, regular budget; XB, extrabudgetary; OL, Other level; LL, Local level.

Annex

Outputs produced in the biennium 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
1. Shelter and sustainable human settlements development			
15.25 (a) (ii)	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers (1)	1	Completed
15.25 (a) (ii)	Global Campaign for Secure Tenure (1)	1	Completed
15.25 (a) (ii)	Expert group meetings for land, water, decentralization and adaptation and application of tools (4)	4	Scheduled for completion
15.25 (a) (ii)	Thematic expert group meeting on urban crime prevention in Latin America and Asia (2)	2	Scheduled for completion
15.25 (a) (ii)	Partnership meeting on urban Environmental Planning Management in support of "Coalition for Sustainable Urbanization" (1)	1	Scheduled for completion
15.25 (a) (ii)	International meeting of UN-Habitat partners on addressing the shelter dimension of HIV/AIDS (2006) (1)	1	Scheduled for completion
Added by legislation	Asia Pacific Integrated Sustainable Waste Management (ISWM) Expert Group Meeting	1	Scheduled for completion
15.25 (b) (i)	*Water for Cities* quarterly newsletter (8)	8	Re-categorized under Booklets, pamphlets and fact sheets
15.25 (b) (ii)	Report on lessons from experiences with slum upgrading policies, programmes and projects (1)	1	Scheduled for completion
15.25 (b) (ii)	Report entitled "Citywide Slum upgrading — Lessons learned from the City Without Slums Subregional Programme for Eastern and Southern Africa" (1)	1	Scheduled for completion
15.25 (b) (ii)	Publications on Land in Different Legal Systems (2)	2	Scheduled for completion
15.25 (b) (ii)	Publications on Land Tenure Systems Law and Land Reform Review series (4)	4	Scheduled for completion
15.25 (b) (ii)	Regional crime prevention papers (Asia, Africa, Latin America and the Caribbean)	3	Scheduled for completion
15.25 (b) (ii)	Paper on land governance (1)	1	Scheduled for completion
15.25 (b) (ii)	Paper on participatory budgeting (1)	1	Scheduled for completion
Added by legislation	The Urban Crime Prevention Toolkit	1	Scheduled for completion

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
Added by legislation	Environmental Profile Series	1	Scheduled for completion
Added by legislation	Tools on urban environmental planning and management	1	Scheduled for completion
15.25 (b) (iv)	Tools for improved urban environmental planning management. Anchored environmental planning and management support functions and curriculum development with national/subregional institutions (Sustainable Cities Programme)	1	Scheduled for completion
Added at the discretion of UN-Habitat	City Without Slums-Lesotho Situation Analysis	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Women and other minorities Arabic version	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Islamic land law, poverty alleviation and human rights	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Inheritance	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Islamic land law, public use arrangements, empty, informal and family land	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Contracts, loan and credit (Islamic banking)	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Waqfs	1	Scheduled for completion
Added by legislation	Research on Islamic land law: Law Contextualizing	1	Scheduled for completion
15.25 (b) (ii)	Publications on Land Tenure Systems Law and Land Reform Review series (4) Brazil — Spanish version	1	Scheduled for completion
Added by legislation	FIG Commission 7 Expert group meeting "Secure Land Tenure, New Legal Framework and Tools in Asia and Pacific"	1	Scheduled for completion
Added by legislation	Policymakers' guide to women's land, property and housing rights across the world	1	Scheduled for completion
Added at the discretion of UN-Habitat	Mechanism for Gendering Land Tools — A framework for delivery of women's security of tenure	1	Scheduled for completion
Added by legislation	Land, Law and Islam Property and Human Rights in the Muslim World	1	Scheduled for completion
Added at the discretion of UN-Habitat	Urban planning in a state of flux — towards sustainable urbanization	2	Scheduled for completion

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
Added at the discretion of UN-Habitat	Mozambique Improvement of the Informal Settlements Analysis of the Situation/Proposal of Intervention Strategies	1	Scheduled for completion
Added at the discretion of UN-Habitat	Issuing of residential licences in unplanned settlements in Dar es Salaam, United Republic of Tanzania	1	Scheduled for completion
Added at the discretion of UN-Habitat	Global Land Tool Network Internet discussion	1	Scheduled for completion
Added at the discretion of UN-Habitat	UN-Habitat Global Land Tool Network website	1	Scheduled for completion
Added by legislation	FIG "Enhancing the representation of underrepresented groups in FIG UN Habitat as a partner"	1	Scheduled for completion
15.25 (b) (iv)	Tools/guidelines for national/local governments and other stakeholders for the development of effective enabling shelter strategies (1)	1	Scheduled for completion
15.25 (b) (iv)	Tools/guidelines for improving conditions in rental housing markets, including model leases and good practice guidelines (1)	1	Scheduled for completion
15.25 (b) (iv)	Gendered, affordable tools on land management and land administration; Tools on secure tenure and access to land (2)	2	Scheduled for completion
15.25 (b) (iv)	Tools/guidelines on slum upgrading frameworks (1)	1	Scheduled for completion
15.25 (b) (iv)	Updated guidelines on how to undertake a national campaign for secure tenure (1)	1	Scheduled for completion
15.25 (b) (iv)	Guidelines on promoting local authority and community partnerships for the provision of shelter, including slum upgrading (1)	1	Scheduled for completion
15.25 (b) (iv)	Best practices on decentralization (1)	1	Scheduled for completion
15.25 (b) (iv)	Tools on pro-poor governance of land and water (2), adaptation and application packages for transparency, local-to-local dialogues, land and water toolkits (6)	8	Scheduled for completion
15.25 (b) (iv)	Safer Cities Toolkit and Training Module developed and tested in Africa, Latin America and Asia (1)	1	Scheduled for completion
15.25 (b) (iv)	Youth training module on safer cities developed and tested in Africa, Latin America and Asia (1)	1	Scheduled for completion

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
15.25 (b) (iv)	Development and testing of process indicators and impact measuring indicators for Safer Cities initiatives (1)	1	Scheduled for completion
15.25 (b) (iv)	Tools for improved urban environmental planning management (2)	2	Scheduled for completion
15.25 (b) (iv)	Global environmental planning management tools adapted/ translated at local level (4)	4	Scheduled for completion
15.25 (b) (iv)	Guidelines/tools to operationalize the guiding principles of UN-Habitat for sustainable relief (1)	1	Scheduled for completion
15.25 (b) (iv)	Documented crisis/disaster management experiences with established methodologies and practices for sustainable settlements rehabilitation, reconstruction and vulnerability reduction (1)	1	Scheduled for completion
15.25 (b) (iv)	National adaptations of manuals on leadership roles competencies (1)	1	Scheduled for completion
15.25 (b) (iv)	Training manual on participatory budgeting as an interface resource accompanying the campaign's flagship tools on the same topic (1)	1	Scheduled for completion
15.25 (b) (iv)	Tools on alternatives to forced eviction	1	Scheduled for completion
15.25 (b) (iv)	Water and sanitation toolkits; Millennium Development Goals monitoring manual; rainwater harvesting manual; sanitation field guidebook (8)	8	Scheduled for completion
15.25 (b) (iv)	Tool for monitoring HIV/AIDS at the local level (1)	1	Scheduled for completion
15.25 (b) (iv)	Development and maintenance of urban indicator databases on water and sanitation	1	Scheduled for completion
Carried forward from A/58/6, para 15.26 (b) (iii)	Development of frameworks for in-situ slum upgrading and voluntary relocation	1	Scheduled for completion
Carried forward from A/58/6, para 15.26 (b) (iii)	Development of tools for social and physical mapping, valuation, conflict resolution and community-mortgage financing systems	1	Scheduled for completion
Carried forward from A/58/6, para 15.26 (b) (iii)	Guidelines and training material in the realization of housing rights for United Nations organizations, Governments and local authorities and civil society organizations	1	Scheduled for completion
15.25 (b) (iv)	Collaboration between local government and civil society organizations through participatory planning and managing conflict and differences (10)	10	Scheduled for completion

A/60/6 and Corr.1, paragraph	Output title	Quantity	Reason for discontinuation
Added at the discretion of UN-Habitat	Guidelines and analysis on land and property issues in post-conflict environments	2	Scheduled for completion
15.25 (c) (ii)	Improving national shelter policies, programmes and projects; focusing on housing developments, land and property administration and coordination and secure tenure, particularly favouring women (8)	8	Scheduled for completion
15.25 (c) (ii)	Environmental planning management advisory/capacity-building/ monitoring missions to local authority partners (35)	25	Completed
15.25 (c) (ii)	Monitoring the improvement of local governance (2)	2	Scheduled for completion
15.25 (c) (ii)	International cooperation/inter-agency coordination on joint urban environmental planning management/sustainable cities programme initiatives with UNEP (3)	1	Scheduled for completion
15.25 (c) (ii)	Facilitating the application of norms of improved local governance in selected countries (4)	4	Scheduled for completion
15.25 (c) (ii)	Cooperation with ILO on "better services-more jobs" programme (3)	3	Scheduled for completion
15.25 (c) (ii)	Cooperation with UNDP-Public-Private-Partnership for the Urban Environment on innovative partnerships for better urban environmental services (2)	2	Scheduled for completion
15.25 (c) (i)	Advisory service to national training and capacity-building institutions on tools adaptation, training design and delivery, and capacity-building strategies to strengthen local authorities (15)	15	Scheduled for completion
15.25 (c) (i)	Provision of technical support to the Alliance of Mayors and Local Authority Associations against HIV/AIDS in reviewing national legal and institutional frameworks on local government and HIV/AIDS and developing community-based shelter initiatives for HIV/AIDS orphans	1	Scheduled for completion
15.25 (c) (i)	National activities for the Global Campaign for Secure Tenure, including support to situation analysis, consensus-building, action planning, high-level launches and implementation of action plans (12)	12	Scheduled for completion
Added by legislation	National workshop on land policy and administration for accelerating growth and poverty reduction — New Delhi, India	1	Scheduled for completion
15.25 (c) (ii)	Tools for enhancing women's engagement in local governance (10)	10	Scheduled for completion

A/60/6 and Corr.1, paragraph	Output title	Quantity	Reason for discontinuation
15.25 (c) (ii)	Training component of water for Asian/African cities projects (8)	2	Scheduled for completion
15.25 (c) (ii)	Enhancing the engagement of youths in urban governance (10)	10	Scheduled for completion
15.25 (c) (ii)	City activities for the Cities without Slums Subregional Programme, including support to city situation analysis, consensus-building, action plans and implementation (12)	12	Scheduled for completion
15.25 (c) (ii)	Training provided to Safer Cities coordinators and municipal officials on Safer Cities Toolkit in the three regions (3)	3	Scheduled for completion
15.25 (c) (ii)	Environmental planning management capacity-building workshops with national urban institutions (4)	4	Scheduled for completion
15.25 (c) (ii)	Environmental planning management support functions, expertise and curricula development anchored in national/subregional urban institutions (3)	3	Scheduled for completion
15.25 (c) (ii)	Regional/national training of trainers workshops on leadership roles and competencies (1); (ii) collaboration between local government and civil society organizations through participatory planning and managing conflict (1); (iii) local economic development (1); (iv) local government financial management (1)	4	Scheduled for completion
15.25 (c) (ii)	Training of Governments and local governments in developing human settlements policies for natural and human-made disaster reconstruction areas	1	Scheduled for completion
Added by legislation	Training courses on urban land law promoted by the Lincoln Institute for Land of Land Policy, in cooperation with the Institute for Housing and Urban Development Studies, the Erasmus University and the Global Land Tool Network of UN-Habitat. Course date: 25 September-4 October 2006	1	Scheduled for completion
15.25 (c) (iii)	Regional water and sanitation programmes in Africa and Asia, including field projects (8)	8	Scheduled for completion
15.25 (c) (iii)	Environmental planning management projects/replications in support of local authorities improving environmental services/better management of the urban environment (35)	25	Scheduled for completion
15.25 (c) (iii)	Projects to respond to natural and human-made disasters	1	Scheduled for completion
15.25 (c) (iii)	Formulation, execution, backstopping and evaluation of Safer Cities projects (16)	16	Scheduled for completion

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
15.25 (c) (iii)	Capacity-building projects on local economic development (5 cities)	5	Scheduled for completion
	Subtotal subprogramme 1	**290**	
2. Monitoring the Habitat Agenda			
15.30 (a) (ii)	Expert group meeting on gender mainstreaming in municipal development (1)	1	Scheduled for completion
15.30 (b) (i)	Casebook on lessons learned from best practices, good urban policies and enabling legislation (1)	1	Recategorized under non-recurrent publications
15.30 (b) (ii)	New and innovative strategies for financing housing improvement in urban low-income areas (1)	1	Scheduled for completion
15.30 (b) (ii)	Publication on learning from best practices in youth employment and livelihoods (1)	1	Scheduled for completion
15.30 (b) (ii)	Guide on low-cost housing for women (1)	1	Scheduled for completion
15.30 (b) (ii)	Publication on urban policies and legislation that support the relevant targets of the Millennium Development Goals	1	Scheduled for completion
15.30 (b) (ii)	Road map on youth empowerment (1)	1	Scheduled for completion
15.30 (b) (ii)	UN-Habitat history line on the slum target of the Millennium Declaration for the UNDG	1	Completed
15.30 (b) (ii)	Trend analysis on the slum target of the Millennium Declaration	1	Scheduled for completion
Carried forward from A/58/6, para. 15.30 (b) (ii)	Evaluating municipal finance systems in the provision and pricing of municipal services in the implementation of the Habitat Agenda	1	Scheduled for completion
Added at the discretion of UN-Habitat	Enhancing Resource Allocation to Urban Development in Africa — Report of African Regional Seminar on Enhancing Resource Allocation to Cities to Strengthen their Role as Engines of Economic Growth and Development	1	Scheduled for completion
15.30 (b) (iii)	Updating of the global urban indicators database	1	Scheduled for completion
15.30 (c) (i)	Support to selected countries in review of housing finance systems and institutions	1	Scheduled for completion
15.30 (c) (i)	Assistance to selected countries in setting up microfinance schemes	1	Scheduled for completion
15.30 (c) (i)	Support for youth empowerment in human settlements	1	Completed
15.30 (c) (ii)	Workshop for informal economy operators on city by-laws and regulations (1)	1	Completed

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
15.30 (c) (ii)	Regional workshops for statisticians of the National Statistics Offices on city collection and analysis	1	Completed
Added at the discretion of UN-Habitat	Side event on Innovative Policies for the Urban Informal Economy, held at the World Urban Forum III, 22 June 2006, Vancouver, Canada	1	Scheduled for completion
	Subtotal subprogramme 2	**18**	
3. Regional and technical cooperation			
15.34 (a) (ii)	Meetings of Campaign Regional Action Committee for Latin America and the Caribbean (2)	2	Completed
15.34 (a) (ii)	Meetings of Iberoamerican Forum of Best Practices (2)	2	Completed
15.34 (a) (ii)	Expert meetings on security of tenure and urban governance issues: participatory budgeting; social housing finance, metropolitan, management, local development plans, urban safety and settlements upgrading (8)	8	Scheduled for completion
15.34 (b) (ii)	Community-based approach to empowerment (1)	1	Completed
15.34 (b) (ii)	Papers for the Campaign Regional Action Committee for Latin America and the Caribbean and the Iberoamerican Forum on Best Practices (4)	4	Scheduled for completion
15.34 (b) (ii)	Housing finance for Eastern European and countries with economies in transition (1)	1	Scheduled for completion
15.34 (b) (ii)	Housing policy on Iraq (1)	1	Scheduled for completion
15.34 (b) (ii)	Urban profiles of 10 African countries (11 reports)	11	Completed
Added at the discretion of UN-Habitat	Urban sector-strengthening project	5	Scheduled for completion
Added at the discretion of UN-Habitat	From technical cooperation projects to national policies	1	Scheduled for completion
15.34 (b) (iii)	Information services, material and databases on indicators through the respective regional web pages	1	Scheduled for completion
Added at the discretion of UN-Habitat	Reporting by Habitat Programme Managers on progress on mainstreaming urban issues in UNDAF and Poverty Reduction Strategy Papers and promotion of UN-Habitat global programmes	45	Scheduled for completion
15.34 (c) (ii)	Community participation, disaster management activities and secure tenure in African countries (3)	3	Scheduled for completion

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
15.34 (c) (ii)	Settlements upgrading (Bangladesh, Afghanistan, Cambodia, Mexico); urban information systems (Panama); microcredit (Colombia); urban management (Colombia, Sri Lanka); vulnerability reduction and urban plans (Bolivia, South Pacific) (10)	10	Scheduled for completion
15.34 (c) (ii)	Group training to African countries on safer cities, poverty reduction, urban governance, environmental planning, water and sanitation (16)	16	Scheduled for completion
Added by legislation	Housing sector capacity-building in Iraq	14	Scheduled for completion
15.34 (c) (iii)	Projects on reconstruction, municipal management and urban environment and human security in Asian countries (10)	10	Scheduled for completion
15.34 (c) (iii)	Reconstruction projects in Afghanistan, Sierra Leone, Somalia, Iraq and Serbia	5	Scheduled for completion
15.34 (c) (iii)	Water and sanitation projects in Asian countries (Afghanistan, Bangladesh, Lao People's Democratic Republic, Myanmar and Timor-Leste) (5)	5	Scheduled for completion
15.34 (c) (iii)	Projects in African countries on urban poverty alleviation, slum upgrading and urban development (15)	15	Scheduled for completion
15.34 (c) (iii)	Slum upgrading and urban development projects in six countries and vulnerability reduction projects in four countries in Latin America (10)	10	Scheduled for completion
15.34 (c) (iii)	Urban poverty alleviation, slum upgrading, housing finance and secure tenure in Asian and Pacific countries (10)	10	Scheduled for completion
15.34 (c) (iii)	Cities without Slums projects in Africa in cooperation with Cities Alliance	12	Scheduled for completion
15.34 (c) (iii)	Monitoring progress and impact assessment on city development strategies in Mozambique and Egypt in cooperation with Cities Alliance	11	Scheduled for completion
Added by legislation	Rehabilitation of community facilities and infrastructure	3	Scheduled for completion
Added by legislation	School rehabilitation and capacity-building for school maintenance (Iraq programme Regional Technical and Cooperation Division)	1	Scheduled for completion
Added at the discretion of UN-Habitat	Assistance to the Occupied Palestinian Territories	2	Scheduled for completion
Added at the discretion of UN-Habitat	Projects on reconstruction, municipal management and urban environment and human security in African countries (10)	11	Scheduled for completion

A/60/6 and Corr.1, paragraph	*Output title*	*Quantity*	*Reason for discontinuation*
15.34 (c) (iii)	Projects in African countries on urban poverty alleviation, slum upgrading and urban development	20	Scheduled for completion
	Subtotal subprogramme 3	**240**	
4. Human settlements financing			
15.40 (a) (ii)	Regional meetings for participatory development of toolkits and instruments for mobilizing domestic capital for slum upgrading, shelter and related infrastructure (2)	2	Scheduled for completion
15.40 (a) (ii)	Ad hoc expert groups: meetings on the role of international development banks, financial institutions and donor facilities in using resources to leverage domestic capital for housing and related infrastructure (2)	2	Scheduled for completion
Carried forward from A/58/6, para. 15.39 (a) (iii)	Regional meetings for participatory development of toolkits on best practices and interventions for alleviating poverty by strengthening the domestic financial sector for housing and related infrastructure	4	Scheduled for completion
15.40 (b) (ii)	Report on the survey of Member States and other stakeholders on the efficiency and effectiveness of the Habitat Foundation (1)	1	Scheduled for completion
15.40 (b) (ii)	Joint UN-Habitat/international financial institutions report on trends in global financial service industry and constraints and opportunities for human settlements financing (1)	1	Completed
15.40 (b) (ii)	Memorandums of understanding and other cooperation frameworks concluded with international financial institutions, regional development banks, international donor facilities and other United Nations organizations (4)	1	Scheduled for completion
Carried forward from A/58/6, para. 15.39 (b) (ii)	Compilation of the rules, procedures, constitution and structure of the Human Settlements Foundation	1	Scheduled for completion
Carried forward from A/58/6, para. 15.39 (b) (ii)	Report on the flow of domestic capital into housing and related infrastructure for selected developing countries	1	Scheduled for completion
15.40 (c) (iii)	Field testing financial instruments for mobilizing domestic capital for housing and related urban infrastructure (5)	5	Scheduled for completion
	Subtotal subprogramme 4	**18**	
	Total	**566**	